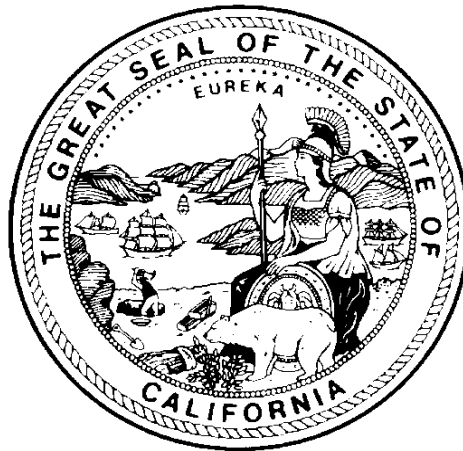


*NOTICE OF AVAILABILITY OF FUNDS*

*by the  
Employment Development Department*

*on behalf of the  
California Health and Human Services Agency*

***NURSE WORKFORCE INITIATIVE  
Solicitation For Proposals***



June 4, 2002

# NURSE WORKFORCE INITIATIVE

## Solicitation For Proposals

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# NURSE WORKFORCE INITIATIVE

## Solicitation For Proposals

### Tentative Schedule

<b>Date</b>	<b>Event</b>
June 4, 2002	Notice of Availability of Funds
June 4 – July 29, 2002	Bidders' questions accepted via fax and e-mail
June 26, 2002	Bidders' conference in Sacramento
July 3, 2002	Bidders' conference in San Francisco
July 9, 2002	Bidders' conference in Los Angeles
July 10, 2002	Bidders' conference in Costa Mesa
July 19, 2002	Notice of Intent to Submit a Proposal is due
<b>July 31, 2002, 3 p.m.</b>	<b>Proposals due</b>
August 5 - 8, 2002	Proposal Evaluation and Scoring
August 20, 2002	Recommendation for funding sent to the Governor
August 30, 2002	Governor's announcement of awards
September 3, 2002	Notifications of funding mailed
September 23, 2002	Contracts mailed for awardee signatures
October 1, 2002	Projects begin
No later than September 30, 2005	Project funding terminates

# **NURSE WORKFORCE INITIATIVE**

## **Solicitation For Proposals**

### **I. PURPOSE AND GOAL**

#### **Purpose**

On January 23, 2002, Governor Gray Davis announced his three-year, \$60 million Nurse Workforce Initiative (NWI) to address California's shortage of nurses. The primary purpose of the NWI is to develop and implement projects to recruit, train, and retain, enough licensed nurses to meet California's current and long-term need for nursing care. Health-care workers and others may be eligible for training, skills upgrade, and other services that will enable them to enter, return to, or advance to licensed nursing positions. This solicitation for proposals (SFP) focuses on three components of the NWI, totaling up to \$28 million of the \$60 million NWI allocation. The State seeks demonstration projects that employ innovation and creativity in program design, effective marketing and outreach strategies, and strong performance evaluation.

#### **Goal**

The goal of this SFP is to select, through a competitive process open to all bidders, regional partnerships comprising Local Workforce Investment Boards (LWIB), health-care providers, health-care labor and professional organizations, and educational institutions, that are qualified and prepared to use the funds in innovative ways to recruit, train, and retain a supply of licensed nurses sufficient to reduce critical labor shortages in health facilities throughout the State and to ensure the future availability of nursing care for Californians.

Awards will be granted in three separate NWI categories: Regional Training Collaboration, On-Site Career Ladders, and Workplace Reforms. The source of funding for these three grant categories will be the Workforce Investment Act (WIA) 15 Percent Governor's Discretionary Fund.

## II. BACKGROUND

### Workforce Shortage

California faces an escalating health-care workforce shortage. This shortage is broad, extending from entry-level positions to physicians, and into every discipline. Some of the highest statewide vacancy rates occur for Licensed Vocational Nurse (LVN) and Registered Nurse (RN) positions.

The nursing staff shortage is not only endemic to California; it is a nationwide concern and the result of many factors, such as:

- Increased need. The population is aging and living longer, creating an increase of the number of individuals demanding health-care services.
- Aging workforce. Vacancies are being created as nurses retire.
- Inadequate infrastructure. The number of nurses and health-care facilities has not grown at a rate proportionate to the growth of the population requiring nursing care.
- Insufficient marketing and outreach. Despite their marketing campaign efforts, employers are not finding creative and effective methods of attracting sufficient numbers of new workers into the nursing profession.
- Lack of educational readiness. Many interested potential nurses lack the prerequisite education that would prepare them for a career in nursing, or lack the job-specific education that would qualify them for nursing positions.
- Inadequate compensation. Compensation for nursing positions is not adequate to create a high demand for those positions.
- Arduous work. The stress and physical demands of nursing, increased patient acute care needs, and staffing shortages, discourage some workers from entering or remaining in this profession.
- Complicated work schedules. The shift work and mandatory overtime typical in nursing makes it difficult to arrange for child care or meet other outside demands. It also limits the opportunity to take career-upgrade training because of the lack of availability of alternative-hour classes.
- High education and training costs. The high cost of education and training for entry nursing positions and career upgrades makes it unaffordable to many.

- Financial hardship. Having to miss time from work in order to attend nursing training creates a financial hardship.
- Lack of educational supports and staff retention systems. For incumbent nurses, many workplaces lack educational supports for career upgrades. When the health-care industry cut back on nursing staff in the 1990s, they also reduced or eliminated in-house education, specialty training, preceptorships, collaboration with colleges, and other programs important to employees.
- Lack of upward mobility. Career paths to better-paying nursing positions are not easily accessible, and in some workplaces they are non-existent.
- Need for workplace reforms. Vacancies are being created in the health-care industry when employees leave for positions in other industries, which offer working conditions that provide greater opportunities for career advancement, and which are more responsive to employee concerns.

### **Nurse Workforce Initiative (NWI) Announced**

In his January 23, 2002, press release, Governor Gray Davis announced a three-year, \$60 million initiative to address California's shortage of nurses. The State is soliciting projects that focus on three components of that initiative: regional training collaboration, on-site career ladders, and workplace reforms. These three components constitute the three grant categories in this SFP. Bidders may submit proposals in one, two, or all three of these separate grant categories. Bidders also may incorporate elements of one, two, or all three of these components in any single proposal. For example, a proposal that is submitted as an On-Site Career Ladders project because of its focus on career ladders, may nevertheless contain workplace reform activities.

For all three components of the NWI, regional collaboration is important. The NWI builds upon the Governor's earlier Caregiver Training Initiative, which addressed some of California's health-care training needs using a regional approach in which the state was divided into nine service regions. The NWI continues that nine-region strategy. (See Appendix J, *NWI Regional Map*.) The most successful proposals will be able to demonstrate that within a service region, they have brought together the significant stakeholders from the following groups:

- LWIB(s) (at least one LWIB must be a partner)
- Health-Care Industry Employers (e.g., hospitals and clinics)
- Health-Care Labor and Professional Organizations (e.g., unions, non-union employee organizations, advocacy groups, and other professional development organizations)
- Education (e.g., public and private colleges and university, and post-secondary training providers)

Bidders also are encouraged to include as partners other government entities when appropriate, such as the Department of Health Services, Office of Statewide Health Planning and Development, local Public Health Departments, Department of Industrial Relations, Industrial Welfare Board, Department of Mental Health, Department of Corrections, Department of Social Services, and Employment Development Department (EDD). Appendix A, *Internet Resources*, lists Internet contact information for these and other entities, some of which have regional offices throughout the State.

In order to leverage expertise located across State government, the California Health and Human Services Agency (CHHS) formed a collaboration to address early implementation issues and develop the NWI plan. Appendix G, *State Collaboration to Implement the NWI*, describes this collaboration.

### **Employment Training Panel (ETP) Support**

Subsequent to the Governor's announcement, the ETP announced that it would make available up to \$5 million for nurse training programs during the 2002-03 State fiscal year. These funds will support training in the following areas:

- Nurse Upgrade Projects. These projects are similar to, and may be used in conjunction with, the career ladders component of the NWI. The ETP can fund training of low-wage workers in programs that lead to career advancement and wage enhancements.
- Workplace Reforms. The ETP has a long record of funding Total Quality Management and continuous process improvement training, which may be separate from, or used in conjunction with, the NWI workplace reforms component.
- Supplemental Training for RNs and Others. These training projects for RNs and other high-wage, high-skill jobs in health care might include preceptorships, specialty training, and training for reentry nurses.

Appendix H, *Employment Training Panel*, describes the ETP program in more detail, including eligibility requirements, and provides contact information. Please note that applying for ETP funding requires a separate application process directly to the ETP.

### **The NWI Evaluation Plan**

The NWI also provides for another \$1 million, not included in this SFP, to assess the success of the NWI components and to support gathering additional information about the nurse workforce and the dynamics of the nurse labor market. Finding successful and sustainable strategies for addressing problems in the health workforce requires identifying what works and what does not, and depends on our ability to better understand the economic and other forces affecting the health workforce and health delivery system. The project will explore methods to collect and make easily available to the public, comprehensive RN education information to assist prospective nursing students in program selection.

Proposals for conducting this independent evaluation are not being solicited under this SFP. The NWI Evaluation Plan is described here so bidders are aware of the State's data collection goals and understand that grantees will be required to cooperate with, and provide data to, the NWI evaluator.

### **Regional Training Collaboration (RTC)**

#### **➤ Implementation**

The purpose of this component of the initiative is to recruit, train, and retain qualified licensed nurses to reduce critical labor shortages in health facilities throughout the state. The target population is new, returning, and incumbent health-care workers. Up to \$24 million will be awarded to RTC projects.

Successful implementation of this component will be characterized by:

- Collaboration between the State and the private sector, both business and labor, involved in the health-care industry.
- Development of regional partnerships of public- and private-sector entities that work together to increase the supply of qualified nurses.
- Regional coordinators with the responsibility for ensuring the effective organization and functioning of the local partnerships.

- Strong project evaluations that include developing a complete understanding of the diverse causes of the labor shortage, and the effectiveness of actions taken within this initiative to increase the labor supply and improve working conditions.

➤ *Program Model*

The means to increase the supply of RNs vary widely among California's economic regions. An important part of this initiative is developing partnerships that can find local or regional solutions to the need for qualified nurses. The State seeks projects that have strong local support within the regions identified in this SFP. (See Appendix J, *NWI Regional Map*.) Such participation includes assistance and direction from local partnerships formed among State and local, education, health-care industry, professional nursing organizations, and labor leaders. The State anticipates funding at least one RTC project in each of the nine NWI regions.

At a minimum, RTC proposals will address the following topics:

- Marketing and outreach strategies that will attract eligible participants to begin, return to, or advance in careers in the health-care industry, and promote public awareness, especially among employers, to the opportunity to hire trained health-care providers.
- Collaboration and agreements with state and local agency partners to help identify, refer, and provide services to, WIA-eligible participants (see Appendix E, *WIA 15 Percent Project Requirements*).
- Development and use of innovative training strategies, coupled with industry cooperation, to provide career paths that will enable participants to advance in the health-care industry, while increasing their individual earning potential.
- Strategies for providing incentives to health-care employers to hire program participants, such as taking advantage of incentives for participants to stay with the program, including post-employment training and support components.
- Leveraging additional resources to provide project sustainability past the term of the grant, and to provide flexibility in serving participants by supporting activities that are not allowable with WIA funds.

Bidders are encouraged to submit proposals that include the development and implementation of preceptorship and mentoring programs in the workplace, to support new and reentering nurses during their post-hiring period, so that these nurses can adapt to the stresses and rigors of patient care in acute care hospitals.

The RTC projects also may include a career ladder component and/or a workplace reforms component, as part of the scope of the RTC project, without having to apply for separate On-Site Career Ladders (OCL) or Workplace Reforms (WR) grant funds. The career ladder and workplace reforms components in a RTC project should follow the general guidelines and objectives for OCL and WR projects, respectively, described in this SFP.

### **On-Site Career Ladders (OCL)**

#### **➤ *Implementation***

The purpose of this component of the initiative is to create innovative on-site health-care facility approaches to increase the number of licensed nurses (LVNs and RNs) by creating upgraded training and education opportunities for incumbent health-care workers, such as Nurse Assistants (NA), Medical Assistants (MA), Psychiatric Technicians (PT), LVNs, RNs, and allied health-care workers. The career upgrades (i.e., better-paying positions) can be the result of training. Some consideration will be given to proposals that include training for specialty nurse certification. The focus should be on training that increases the pool of licensed nurses. Up to \$3 million will be awarded to OCL projects.

Because the target population for OCL projects comprises incumbent health-care workers, projects should, to the extent feasible and practical, make use of the workplace for training; hence, these projects are “on-site.” One technique gaining in popularity for on-site training is distance learning. On the other hand, factors such as lack of classroom space and the cost of training at the workplace may necessitate the use of an established educational or other work setting for some of the training. One option in such instances might be to form a partnership with other, nearby work sites to share facilities. The bidder should ensure that support services, and other project features, such as transportation cost reimbursement and permission to miss work to travel to the educational setting, are in place to overcome barriers that may prevent the inclusion of potential participants.

Notwithstanding the need for some training at sites away from the workplace, the goal of this component of the NWI is to encourage innovative ways to use two- and four-year nursing schools in combination with one or more work sites to deliver training where the participant works.

➤ *Program Model*

Projects may develop and implement regional customized supportive training programs (assisted education) that use customized training through local universities, community colleges, or private, post-secondary educators. Employers will work with the contracted educator or training provider to identify and assess participants for readiness.

The OCL projects should use comprehensive support services to facilitate career mobility. The availability of supports such as career planning assistance, preparatory courses, child care, transportation, uniforms, and linkages to other needed supports, will make it easier for workers to decide to enter a career ladders project, remain in the project, and succeed in an upgraded position after the end of the project.

As a result of this or another NWI project conducted by the bidder, vacancies may be created as workers, for example, NAs, PTs, LVNs, and RNs, leave their positions to accept better-paying or upgraded licensed nursing positions. This component of the NWI recognizes that employers will have a need to train replacements for the employees receiving upgrade training. Since the focus of these funds is on training licensed nurses, a proposal to use local WIA funds or other funds to provide training for replacements to fill non-licensed nursing positions will have a competitive advantage.

The OCL projects also may include a workplace reforms component as part of the scope of the OCL project, without having to apply for separate WR grant funds. The workplace reforms component in an OCL project should follow the general guidelines and objectives for WR projects, described in this SFP. Notwithstanding the ability to combine the OCL and WR components, the OCL component focuses primarily on upgrading incumbent workers to licensed nurse status; consequently, bidders submitting proposals for projects that include a significant workplace reform component should consider applying for RTC, WR, or other funding to support the WR component.

**Workplace Reforms (WR)**

➤ *Implementation*

The purpose of this component of the initiative is to fund the design, implementation, and testing of innovative workplace reforms to improve the retention of licensed nurses. Projects will focus on workplace reforms that will encourage incumbent licensed nurses to remain in nursing, former licensed nurses to return to nursing careers, and new workers to seek careers as licensed nurses. Up to \$1 million will be awarded to WR projects.

➤ *Program Model*

Successful proposals will demonstrate how they will develop and implement workplace reforms to improve nurse retention and job satisfaction, while maintaining or improving the quality of patient care and/or customer service. Proposals should incorporate factors that are employer-focused, as well as employee-focused. For example, proposals may feature employee-focused activities, such as increased nurse involvement in patient care management, self-directed teams, improved scheduling practices, counseling to reduce workplace stress, on-site or increased access to off-hour child care, and preceptorship and mentorship programs. Projects also may feature employer-focused activities that could be used to hire more nurses, thereby reducing nurse workload and the need for overtime, which, in turn, would constitute a workplace improvement that could lead to greater job satisfaction and retention of incumbent nurses.

The WR projects also may include a career ladders component as part of the scope of the WR project, without having to apply for separate OCL grant funds; however, if a career ladders component is a significant part of the WR proposal, the bidder should apply for a separate OCL or RTC grant.

The State anticipates that the most competitive WR proposals will be those that incorporate or build upon effective practices acquired from related projects. NWI proposals that make great use of leveraged or matching funds from non-WIA sources will be more competitive because of the added flexibility in addressing project needs that would not be allowed under the WIA. This is especially important for WR projects because the restrictions on the use of WIA funds would prohibit many of the activities that would be otherwise appropriate and desirable for WR projects.

### **III. SCOPE and EXPECTATIONS**

#### **Overview of the Scope and Expectations**

The State seeks a regional approach to service delivery, involving documented commitments from LWIBs, health-care providers, health-care labor and professional organizations, and education. The target population is new and incumbent health-care workers. The goal is to increase the number of licensed nurses by training new nurses, upgrading incumbent health-care workers to higher paying nursing positions, and improving the retention of new and incumbent nurses, within a three-year project term. Proposals incorporating matching or leveraged resources will have a competitive advantage over those that must rely solely on the NWI grant funds.

All funded proposals, irrespective of the grant category, will be required to comply with the requirements of the WIA, its federal regulations, and other relevant federal and State requirements. The State will conduct oversight over these grant funds, and grantees will be required to report progress on a regular basis.

#### **Award Types and Amounts**

Awards will be granted under three separate grant categories, comprising up to \$28 million of the \$60 million that have been budgeted for this initiative. Bidders may submit proposals in one, two, or all three categories. Projects may begin October 1, 2002, and use of these NWI funds must end on or before September 30, 2005.

##### **➤ *Regional Training Collaboration (RTC) Projects***

The RTC projects will recruit, train, and place participants for new or upgraded careers in health care. Project partners, comprising a regional collaborative of state and local entities, will coordinate marketing, assessment, training, supportive services, placement, and follow-up. A maximum of \$24 million will be awarded in this grant category. The maximum individual award will be \$3 million, and there is no minimum award limit. The State expects to award eight to twelve grants in this category, with an average grant amount of \$2 million.

➤ *On-Site Career Ladders (OCL) Projects*

The OCL projects will develop and implement a comprehensive career ladders program for incumbent health-care workers, such as NAs, PTs, LVNs, and RNs. The career ladders program will be offered at the workplace, if possible. There is no maximum or minimum limit on individual awards, up to the maximum available in the grant category (\$3 million).

➤ *Workplace Reforms (WR) Projects*

The WR projects will develop and implement health-care industry workplace reforms, such as improved scheduling practices and reduction of workplace stress, which will result in an increase in nursing job retention. There is no maximum or minimum limit on individual WR awards, up to the maximum available in the grant category (\$1 million).

**Grant Applicants**

➤ *Regional Expectations*

The State seeks proposals that will establish collaboration between state and local agency partners, to help identify, refer, provide services to, and place eligible participants. California has been divided into nine large regions for the purpose of the Caregiver Training Initiative, and those same nine regions apply to the NWI. Refer to Appendix J, *NWI Regional Map*, for a display of the regions. Each of these nine regions comprises multiple counties and multiple local Workforce Investment Areas. Refer to Appendix C, *Local Workforce Investment Areas and Boards*, for the names and locations of these local partners.

In general, regional partnerships will be expected to represent their entire regions. In some instances, however, this may not be practical because of geography, demographics, concentration of need, existing collaboration, or other factors. In other instances, existing partnerships, with appropriate justification, may propose to serve regions different from those described in this SFP. The selection of region(s) to be served is more important for RTC proposals, and less so for OCL and WR proposals.

More than one partnership may apply to serve a single area, and conversely, one partnership may apply to serve more than one region. Applications must identify the specific geographic area(s) to be served, and document the reasons and the necessary coordination that support the proposed service area. The State anticipates funding at least one RTC project in each of the nine NWI regions.

➤ *Who May Apply for Grant Funds*

The State seeks proposals from regional partnerships. A critical element of each competitive proposal will be the collaboration and composition of the regional partnership, new or existing, which submits and supports the proposal. The most competitive applicants will represent broad and inclusive partnerships that include representation from each of the following categories:

- LWIB(s) (at least one LWIB must be a partner)
- Health-Care Industry Employers (e.g., hospitals and clinics)
- Health-Care Labor and Professional Organizations (e.g., unions, non-union employee organizations, advocacy groups, and other professional development organizations)
- Education (e.g., public and private colleges and university, and post-secondary training providers)

Eligible RTC applicants must include representation (at least one partner) from each of these four categories, in the region in which the proposed project will be implemented. The OCL and WR applicants will be at a competitive advantage for having at least one partner in each category; however, it is not a requirement. An LWIB from the/a region(s) being served is a required partner for all projects.

In addition to the required representation, eligible applicants may include partners from other organizations. There is no maximum limit on the number or types of participants in a regional partnership.

➤ *Partnership Commitment*

At the time of submitting the proposal, applicants must document how the partners will support the proposed project. A signed memorandum of understanding (MOU), interagency agreement, or letter of commitment from the partner will be acceptable; however, if an award is granted, the awardee must provide signed copies of either an MOU or an interagency agreement, documenting partner commitments. The subgrant agreement will not be executed until the awardee has met this condition.

➤ *Administrative Agent*

A project administrative agent must be selected from among the project partners. Any of the project partners may serve in this capacity. The project administrative agent is expected to:

- Act as project liaison to the State.
- Have computer systems capable of maintaining a database of project information.
- Have trained staff capable of operating and maintaining the project computer database.
- Provide state reviewers with access to both automated and original data sources for monitoring and audits.
- Maintain and provide project records and data on an ongoing and timely basis.
- Track and safeguard confidential participant contact data, and provide state and federal reviewers with access to the data.
- Communicate with state and federal reviewers in a timely and informative manner, including the facilitation of communication between reviewers and the project's partners and subcontractors.
- Provide regular and timely project activity and expenditures reports.
- Facilitate access to partners and subcontractors.
- Oversee project activities and expenditures, to ensure a timely and successful completion of the project.

The administrative agent is an integral partner in project operations. The administrative agent also may serve as the fiscal agent.

➤ *Fiscal Agent*

The project fiscal agent is responsible for the financial management of the project, but not necessarily the project activities, which are the responsibility of the project administrative agent. The fiscal agent is the entity that submits cash requests to the State, receives cash from the State (via wire transfer), issues payments to vendors, subcontractors, partners, and staff, maintains fiscal and procurement records to document compliance with State and federal financial management requirements, and is responsible for reimbursing the State for any disallowed costs resulting from improper expenditure of project funds.

In order to ensure proper administration and accountability of program funds awarded under this SFP, each regional partnership will designate a fiscal agent who can demonstrate the following:

- Capacity to retain fiduciary responsibility for the project funds.
- Selection by agreement among partners.
- Previous experience using public funds (especially WIA funds) for similar projects.
- Ability to account for and administer project funds properly.
- Ability to use the State's Job Training Automation System to report cash requests, and report expenditures.
- Knowledge of WIA fiscal and procurement requirements sufficient to ensure compliance with those requirements.

The fiscal agent is an integral partner in project operations. The fiscal agent also may serve as the administrative agent.

The State strongly encourages partnerships to consider selecting as fiscal agent the/an LWIB from the region(s) being served.

## Funding

### ➤ *Levels of Funding*

Individual RTC grants will be limited to a maximum of \$3 million. There is no minimum limit, and the State expects that the average grant will be \$2 million. There is no minimum or maximum funding limit for individual OCL and WR grants, up to the maximum available in those grant categories, \$3 million and \$1 million, respectively.

The expectation is that bidders with a proven, successful track record in carrying out employment and training services for health-care workers, and who submit a proposal for a comprehensive project serving a large number of participants or employers, and addressing the needs of a large geographic area, will be able to justify the need for an appropriately large budget, commensurate with the project deliverables.

All proposal budgets will be evaluated for reasonableness and allowability of costs, and the overall value of project deliverables relative to the total project cost.

### ➤ *Allowable Uses of Funds*

The use of NWI project funds is governed by the WIA, and its associated federal regulations, State and federal directives, and federal Office of Management and Budget (OMB) Circulars. The NWI awards will come from the WIA 15 Percent Discretionary funds. Like all WIA-funded projects, NWI projects must ensure that costs are necessary, reasonable, and for the benefit of WIA participants. Appendices D, E, and F describe the general requirements pertaining to those funds.

The NWI funds cannot be used to purchase real property or construct buildings.

Applicants are encouraged to develop proposals that include post-employment training and supportive services for program participants, and innovative steps for recruiting, training, and retaining licensed nurses. Supportive services may include, for example, tuition assistance, career planning, preparatory courses, accessible child care, transportation, uniforms, shoes, professional license fees (including background checks), personal growth and motivational workshops, and the instruments necessary for an occupation in nursing.

Also allowable are customized training approaches that are conducted with a commitment from an employer or group of employers to employ participants upon successful completion of the training. Once employed, continued skills upgrading and retraining also are allowable activities. Health-care job fairs, Nurse Ambassador programs, health-care work experience opportunities for high school students, and preceptorships or work/study programs for college and community college students are examples of other, potentially allowable uses for project funds.

Eligibility for receiving services and training under the NWI will be determined using the eligibility requirements of the WIA. Under the WIA, any individual who is determined to have the skills and qualifications to successfully participate in training services, and who can benefit from and is most in need of training, is potentially eligible. See Appendix E, *WIA 15 Percent Project Requirements*, for more information about eligibility requirements. Under the WIA, the primary goal is to help individuals obtain employment and retain jobs once they are placed. Unemployed individuals also may receive intensive services, including comprehensive assessments and case-manager assistance. They also may receive training services that are directly linked to job opportunities in their local area.

The WIA funds can also serve incumbent health-care industry workers – individuals who are already employed – to upgrade skills, develop better career paths, and attain a higher standard of living. Additionally, WIA funds can be used to prepare youth for post-secondary educational opportunities and employment. Youth services will connect academic learning and occupational learning through links with employers and by providing services such as tutoring, study skills training, and occupational skills training. Eligible youth under the WIA must be low income and face certain barriers to school completion or employment.

➤ *Administrative Cost Limits*

A maximum of ten percent of the total project budget will be allowed for administrative costs. For purposes of developing a budget, the definition of administrative costs is provided in Appendix F, *Administrative Cost Definitions*.

➤ *Leveraged and Matching Resources*

Proposals should identify any additional non-WIA resources, including funding and in-kind resources, that will be leveraged or matched to expand the proposed project or to support activities that are not allowable with WIA funds. Leveraged and matching resources can provide flexibility in serving participants, encourage the participation of partners, offer creative solutions to regional needs, and can sustain the project beyond the period of availability of these NWI grant funds. Proposals that specify the amount, source, and proposed use of verifiable leveraged or matching resources will be at a competitive advantage during the proposal evaluation process.

**Innovative and Creative Strategies**

The State seeks service-oriented projects that will incorporate the development and use of innovative strategies, coupled with industry cooperation, to provide career paths that will enable participants to enter, advance in, and remain in, the health-care industry. Specifically, the State seeks proposals that will create and implement effective strategies for providing incentives to health-care employers to hire program participants, and incentives (such as pre- and post-employment support services) to program participants to remain employed.

**Length of Project**

There is no minimum project length required. Bidders are advised to assess local need and partnership service capacity, and develop project proposals of a size and scope that is warranted by that need and capacity. Project funding will end by September 30, 2005, and awardees must submit a final activity report and fiscal close-out report within three months of the project's termination. Proposals that include strategies to sustain the regional collaboration and delivery of services beyond the term of the NWI grant will have a competitive advantage.

**Local Unmet Need**

Bidders must describe local unmet need using sources that are verifiable and identified in the proposal. Local unmet need should be described with respect to the geographic region in which services will be provided, the target population that will be served, and the health-care industry that will benefit. Bidders should include an assessment of the race, ethnic, cultural, economic, and language diversity needs within both the region and the health-care workplaces.

## Clients Served

In general, the primary employment outcome is to increase the pool of licensed nurses (LVNs and RNs) by training new nurses and retaining incumbent nurses. Toward that goal, any WIA-eligible individual may be served under the NWI. The State seeks proposals that will employ effective marketing and outreach strategies to attract eligible participants and encourage them to begin new careers, or upgrade existing careers, in licensed nursing. Projects should also promote employer awareness of the opportunity to hire health-care providers.

### ➤ *Regional Training Collaboration Projects*

The targeted population for RTC projects will be those individuals, employed or unemployed, who, as the result of training, would be able to enter, return to, or advance to, LVN and RN positions.

Projects also may include some training and/or placement of NAs, MAs, and PTs, but only to the extent that such new hires are necessary to replace NA and PTs that advanced to better-paying nursing positions as a result of a NWI project. The primary goal is to increase the pool of *licensed* nurses.

### ➤ *On-Site Career Ladders Projects*

The targeted population for OCL projects will be incumbent health-care industry workers (NAs, PTs, and LVNs) who can advance to better-paying nursing positions as the result of training or other career ladder activities that are generally facility-based (on-site where the trainee is working). Examples include, but are not limited to:

- NA or PT to LVN or RN (two- or four-year degree)
- LVN to RN (two-or four-year degree)

The goal of this initiative is to increase the pool of licensed nurses; therefore, activities such as the examples below may be incorporated in a funded project, but should not be the primary focus of a competitive proposal:

- RN (two-year degree) to RN (four-year degree)
- NA, PT, LVN, or RN (two- or four-year degree) to specialty nursing certification

➤ *Workplace Reforms Projects*

The targeted population for WR projects will be incumbent workers (LVNs and RNs). In some instances, participants served under the RTC or OCL project(s) also may be WR participants.

**Project Outcomes**

In general, the primary employment outcome is to increase the pool of licensed nurses (LVNs and RNs) by recruiting, training, and placing new and returning nurses, and retaining incumbent licensed nurses.

**Project Performance and Accountability**

➤ *Monitoring and Audits*

Grantees will be monitored and/or audited by the State, in accordance with existing policies, procedures, and requirements governing the use of WIA funds. Grantees are expected to be responsive to all reviewers' requests, provide reasonable and timely access to records and staff, facilitate access to subcontractors, and communicate with reviewers in a timely and accurate manner.

Awardees that are units of local government, or not-for-profit entities as defined by OMB Circular A-133, must ensure that audits required under OMB guidelines are performed and submitted when due. Commercial organizations that are subrecipients under WIA Title I and that expend more than the minimum level specified in OMB Circular A-133 (\$300,000 as of August 11, 2000) must have either an organization-wide audit conducted in accordance with OMB Circular A-133 or a program specific financial and compliance audit.

➤ *Record Keeping*

Awardees will be required to maintain project and fiscal records sufficient to allow federal, state, and local reviewers to evaluate the project effectiveness and proper use of funds. The record keeping system must include both original and summary (e.g., computer generated) data sources.

➤ *Data Collection and Analysis*

An important component of any successful project proposal is the thoroughness and soundness of its data collection system. The most competitive proposals will be those that offer a detailed and reliable method of collecting and analyzing data pertaining to the project's deliverables. Proposals must include a description of how project progress and outcomes will be tracked and analyzed to determine the effectiveness of the project's activities and to ensure responsible project oversight.

Successful proposals will specify outcomes with measurable quantitative and qualitative performance indicators. Successful proposals also will have data collection and management systems to assess project performance, and make data-based decisions about recruitment, training, placement, and retention of nurses.

The NWI also has a statewide independent evaluation component. Awardees will be required to assist in this evaluation. Such assistance may include making staff or clients available for interviews conducted by the evaluator, making site documents available to the evaluator, and collecting data beyond that required by the State's Job Training Automation system. The evaluator will agree to make any such requests through an EDD contact person in order to coordinate requests and ensure that requests are not overly burdensome. (See Section II, *Background*, for a discussion of the proposed independent evaluation of NWI projects.)

➤ *State Performance Goals*

The State's performance goals for the NWI are:

1. To place at least 70 percent of NWI participants in unsubsidized employment in the health-care industry.
2. That at least 78 percent of the participants placed into unsubsidized employment should be employed six months after placement.
3. That for participants who remain employed for six months, the average six-month wage during quarters two and three following program exit should be \$3,700 higher than the average six-month wage earned in quarters two and three preceding registration into the program.
4. That at least 60 percent of the participants who received training services are employed in the first quarter after exit from the program, and receive a credential by the end of the third quarter after exit from the program.

For more information regarding performance measures, refer to Training and Employment Guidance Letter 7-99 at <http://usworkforce.org>.

These overall State goals are provided as a point of reference for applicants when reviewing their local goals. The State recognizes that local performance goals may differ from those presented here. The establishment of local goals will assist the project operator and the State in developing benchmarks. Local program designs may vary significantly and necessitate flexibility in determining performance goals. (See Appendix E, *WIA 15 Percent Project Requirements*.)

➤ *Reporting*

Grantees must have the capability to report project and expenditures data to the State, in a manner that is timely, thorough, and accurate. The State has developed a system for reporting data collected by WIA grant recipients. This system, the Job Training Automation (JTA) system, is also used for disbursing cash to grantees. Grantees will be required to have the approved emulation software for this purpose. The State will provide the JTA software and training on how to use the JTA system.

At a minimum, grantees must collect and report the required data elements in the JTA system. For adults (including dislocated workers), and older youth, the State will use those reported data to calculate compliance with goals pertaining to the following performance measures:

- Entered Employment Rate
- Employment Retention Rate
- Earnings Change/Earnings Replacement in Six Months
- Credential/Diploma Rate

For younger youth, the State will use the reported data to calculate compliance with goals pertaining to the following performance measures:

- Employment Retention Rate
- Credential/Diploma Rate
- Skill Attainment Rate

Grantees will compile and submit reports of enrollments, activities, expenditures, and status of cash information by the specified dates and in the specified format as prescribed by the State. At a minimum, grantees will be required to submit monthly project activity reports and quarterly expenditures reports, using the JTA system.

The WIA reporting requirements for these funds are available in a series of Information Bulletins and Directives on the EDD's Internet site: [www.edd.ca.gov/emptran.htm](http://www.edd.ca.gov/emptran.htm). All funds provided under this SFP are subject to revocation by the State in the event of failure to meet the performance criteria or reporting requirements as described in this SFP and the grantee's subgrant agreement.

➤ *Close Out*

At the completion of the grant period, the grantee will be required to submit a summary report of performance and fiscal data, including a project narrative analyzing the project data with respect to effective strategies and lessons learned.

**Compliance**

All funds are subject to their related State and federal statutory and regulatory requirements. These requirements are detailed in governing documents that include, but are not limited to, the WIA and its associated federal regulations, including Title 29 of the Code of Federal Regulations, State and federal WIA directives, and OMB Circulars. Refer to Appendix A, *Internet Resources*, for a list of useful Web sites.

## IV. METHODOLOGY

### Overview of the SFP Methodology for Awarding NWI Grants

This SFP announces the availability of \$28 million in WIA funds for Nurse Workforce Initiative grants in three separate categories: Regional Training Collaboration, On-Site Career Ladders, and Workplace Reforms. The goal is to increase the number of licensed nurses by training new nurses, upgrading incumbent health-care workers to licensed nursing positions, and improving the retention of new and incumbent nurses. Interested parties representing regional collaboratives may submit applications for one, two, or all three grant categories. Proposals are due July 31, 2002. The most successful proposals will be those that are most responsive to the format, scope, expectations, and requirements described in this SFP. Contracts are expected to be in place by October 1, 2002, and terminate by September 30, 2005.

The most successful proposals will be those that are most responsive to the format, scope, expectations, and requirements described in this SFP. Proposals that do not meet the minimum criteria will not be considered for funding.

### SFP Process

#### ➤ *Notice of Availability of Funds*

This SFP serves as the Notice of Availability of Funds for NWI proposals, and has been made public through announcements mailed directly to interested parties, and by posting on the Internet. Proposals must adhere to the format and submission requirements described in this SFP.

Copies of this SFP, including the required forms, may be downloaded from [www.edd.ca.gov/wiaspind.htm](http://www.edd.ca.gov/wiaspind.htm). Copies also may be requested by e-mail to [onestop@edd.ca.gov](mailto:onestop@edd.ca.gov) (subject line: Nurse Workforce Initiative) or by fax to (916) 654-9863.

**It is not possible to overemphasize the need for proposals to adhere to the guidance provided in this SFP.**

#### ➤ *Notice of Intent to Submit a Proposal*

Parties who are planning to submit a proposal are requested (but not required) to complete and submit the Notice of Intent to Submit a Proposal form below by July 19, 2002. The form may be submitted by fax or downloaded from the Internet and e-mailed.

Although not required, the submission of this form will be helpful for State planning purposes. The submission of this form does not obligate any organization to submit a proposal and failure to submit this form will not disqualify any organization from receiving a grant.

Fax Notice to: (916) 654-9863  
ATTN: Nurse Workforce Initiative

Download Notice at: [www.edd.ca.gov/wiaspind.htm](http://www.edd.ca.gov/wiaspind.htm)

E-mail Notice to: [onestop@edd.ca.gov](mailto:onestop@edd.ca.gov)  
SUBJECT: Nurse Workforce Initiative

Nurse Workforce Initiative	
NOTICE OF INTENT TO SUBMIT A PROPOSAL	
<b>Applicant (Organization):</b>	_____
<b>Address:</b>	_____ _____
<b>Contact Person:</b>	_____
<b>Telephone:</b>	_____
<b>Fax:</b>	_____
<b>E-mail Address:</b>	_____
<b>Planning to Submit:</b>	<input type="checkbox"/> Regional Training Collaboration Proposal
	<input type="checkbox"/> On-Site Career Ladders Proposal
(check all that apply)	<input type="checkbox"/> Workplace Reforms Proposal

➤ *Bidders' Questions and Answers*

Web Site Q & A Page. The EDD, as the administrative entity for this SFP, will accept and respond to questions from bidders regarding clarifications of the information provided in the SFP. Questions will be accepted via fax or (preferably) e-mail through July 29, 2002. Responses will be posted on the Internet at: [www.edd.ca.gov/wiaspind.htm](http://www.edd.ca.gov/wiaspind.htm).

Fax bidders questions to: (916) 654-9863  
ATTN: Nurse Workforce Initiative

E-mail bidders questions to: [onestop@edd.ca.gov](mailto:onestop@edd.ca.gov)  
SUBJECT: Nurse Workforce Initiative

Bidders' Conferences. Four bidders' conferences will be held to clarify any issues regarding the requirements of this SFP. They are open to the public and attendance is entirely optional. It is not necessary for bidders to notify the State that they plan to attend, or cannot attend. Attendees must make their own travel arrangements, and cannot use NWI grant funds to reimburse the cost of travel to or from the bidders' conferences.

Questions asked at the bidders' conferences, and the responses to those questions, will be posted on the Internet at: [www.edd.ca.gov/wiaspind.htm](http://www.edd.ca.gov/wiaspind.htm).

Bidders' conferences are planned as follows.

June 26, 2002	Holiday Inn Capitol Plaza Hotel 300 J Street <b>Sacramento</b> , CA 95814 (916) 446-0100
July 3, 2002	Renaissance Stanford Court Hotel 905 California Street <b>San Francisco</b> , CA 94108 (415) 989-3500
July 9, 2002	Los Angeles Airport Marriott Hotel 5855 W. Century Boulevard <b>Los Angeles</b> , CA 90045 (310) 641-5700
July 10, 2002	Costa Mesa Hilton Hotel 3050 Bristol Street <b>Costa Mesa</b> , CA 92626 (714) 540-7000

Bidders are advised to check the NWI Bidders' Conferences Update on the Internet at [www.edd.ca.gov/wiaspind.htm](http://www.edd.ca.gov/wiaspind.htm) to confirm that the date, time, or location of a bidders' conference was not changed subsequent to the publication of this SFP.

➤ *Proposal Deadline*

The deadline for the **receipt** of proposals is Wednesday, **July 31, 2002, at 3 p.m. Late proposals will not be accepted.**

The date or time on a postmark or other courier's documentation is irrelevant to satisfying the submission deadline. All proposals, whether mailed, delivered by courier service, or hand delivered, must be received by the EDD's Workforce Investment Division (WID) by 3 p.m., July 31, 2002. Exceptions will not be allowed and there is no appeal for not meeting the proposal deadline. See Section VII for the details on submitting proposals.

The EDD's WID will accept hand-delivered and courier-delivered proposals between 8 a.m. and 5 p.m. daily, excluding Saturdays, Sundays, and State holidays, through July 30, and between 8 a.m. and 3 p.m. on July 31, 2002.

Bidders are advised to consider whether official action by a County Board of Supervisors, City Council, or other, similar decision-making body will be necessary before submitting a proposal in response to this SFP. The time needed for such official action will affect the bidders' ability to submit the proposal prior to the deadline.

➤ *Proposal Delivery Methods and Addresses*

Proposals may be submitted by mail, courier service, or hand delivery. Because of the need for an original signature, proposals may not be submitted by e-mail or fax. Mailing and delivery information is in Section VII of the SFP.

➤ *Proposal Evaluations and Recommendations for Funding*

Proposals will be read and evaluated by teams of independent reviewers. After completion of the evaluation process, the EDD will use the reviewers' evaluations to make its funding recommendations to the Governor, who will make the final funding decision.

➤ *Appeal Process*

A proposal may be disqualified for not meeting the minimum criteria, and an appeal of that disqualification decision, may be filed unless the disqualification was due to late submission of the proposal. The minimum criteria, which are listed in Section V of the SFP, are those conditions that must be met in order for the proposal to be forwarded for evaluation and scoring.

Bidders will have ten working days from the postmark date of the disqualification letter to file an appeal. The appellant must submit the facts in writing. The review will be limited to the information provided in writing.

To be considered for review, the appeal must contain the following information:

- The full name, address, and telephone number of the appealing party.
- A brief statement of the reasons for appeal, including citations to the SFP and any other pertinent documents.
- A statement of the relief sought.

The appellant must provide a copy of the appeal letter and the supporting documents to the Special Initiatives Unit of the EDD's Workforce Development Branch at the same time the appeal is submitted to the Audit and Evaluation Division of the EDD's Program Review Branch. The Workforce Development Branch will have ten working days to respond in writing to the appeal.

If the Workforce Development Branch does not reverse the disqualification, the appeal will be reviewed by the Audit and Evaluation Division. The Chief of the Audit and Evaluation Division will have thirty working days to issue a final administrative written decision.

The review will be limited to determining whether the proposal met the minimum criteria of the SFP.

The appeal must be in writing and submitted **to each** of the following:

Nurse Workforce Initiative Appeals  
Special Initiatives Unit, MIC 69  
Employment Development Dept.  
PO Box 826880  
Sacramento, CA 94280-0001

Nurse Workforce Initiative Appeals  
Audit and Evaluation, MIC 78  
Employment Development Dept.  
PO Box 826880  
Sacramento, CA 94280-0001

Final funding decisions cannot be appealed.

➤ *Contract Negotiations and Processing*

Following the Governor's announcement of the names of the NWI awardees, EDD will contact the awardees to begin the contracting process. In some cases, EDD may request that the contracts incorporate changes in the original project proposals. After the contract negotiations, if any, EDD will mail the subgrant agreement (contract) to the awardee's designated fiscal agent for signature.

Awardees are advised to consider whether official action by a County Board of Supervisors, City Council, or other, similar decision-making body will be necessary before or agreeing to accept funds under this SFP. The time needed for such official action will affect the awardees ability to meet the October 1, 2002, project start date.

**Proposal Format Instructions (Minimum Criteria)**

Section V of the SFP describes the format required for all proposals (minimum criteria). In short, the format consists of a cover sheet with contact information, a brief narrative, a question-and-answer section for describing the proposal in detail, forms summarizing the project budget and deliverables, and attached letters of commitment from project partners. To be competitive, it is essential that the proposal address each question and form as it is presented.

All proposals must adhere to the requested format and must include all of the requested information, completed forms, and attachments. Proposals that do not meet the criteria of Section V will be disqualified.

Additionally, all proposals must include at least one LWIB as a partner, and the RTC proposals must include at least one additional partner from each of the other three major partner groups: health-care industry employers, health-care labor and professional organizations, and education.

## V. GENERAL INSTRUCTIONS FOR ALL PROPOSALS

### Overview of Instructions

Bidders must read and follow all SFP instructions carefully. The minimum criteria for proposal consideration and scoring are listed under the next header below, *Proposal Format Instructions (Minimum Criteria)*.

Section V of the SFP describes the format (minimum criteria) required for all proposals. In short, the format consists of a cover sheet with bidder contact information, a brief narrative, a question-and-answer section for describing the proposal in detail, forms summarizing the project timeline and deliverables, and letters of commitment from partners.

Section VI comprises the specific proposal information requested for RTC, OCL, and WR proposals. To be competitive, it is essential that the proposal addresses each question and each form as requested in the SFP. Information should be concise and responsive to the question asked.

The entirety of Section VI must be completed separately for each separate grant proposal, RTC, OCL, and WR. Bidders may apply for one, two, or all three grants.

With the exception of the Executive Summary, which is limited to four pages, bidders' responses to the SFP questions are not limited to the space used in the SFP. Bidders may use as much space as is needed; however, brief, concise, focused responses generally are clearer and more compelling.

The scoring value of each section of the SFP appears at the beginning of the section. The maximum point value for each proposal is 100 points.

### Proposal Format Instructions (Minimum Criteria)

All proposals must adhere to the required format and, in order to be competitive, must include all of the requested information, completed forms, and attachments. Following are general instructions for completion of the proposal narrative, as well as for the assembly of the proposal package.

The application must be submitted in the format described below. Proposals that do not adhere to this format will not be scored or considered for funding.

- All requested forms must be completed.
- Proposals must be single-spaced and in a font no less than **12 point**.
- The executive summary is limited to four pages, but there is no limit on response length for the remaining SFP questions. Bidders are strongly urged to write concise, focused responses.
- A total of **six copies** of the complete grant application must be submitted. Two copies must have original signatures.
- The proposal package also must be submitted in electronic form on a diskette or compact disk, exclusive of the letters of commitment. Microsoft Word is the preferred format, but is not required.
- Special bindings, report covers, or tabbed separators are not acceptable.
- Proposals must document the inclusion of, and commitments from, partner agencies. All proposals must include at least one LWIB as a partner, and the RTC proposals must include at least one additional partner from each of the other three major partner groups: health-care industry employers, health-care labor and professional organizations, and education.
- The order of documents in the proposal package must be as follows:
  1. Cover letter (optional)
  2. Cover page (Section VI, Part A, below)
  3. Proposal details (in the order requested in Section VI, below)
  4. Partner letters of commitment, MOUs, or interagency agreements (Section VI, Part K, below)
- Responses to the SFP questions (Section VI) must also duplicate each SFP question and question enumeration. A copy of Section VI, *Proposal Package*, containing all the questions and tables in Microsoft Word format, may be downloaded at [www.edd.ca.gov/wiaspind.htm](http://www.edd.ca.gov/wiaspind.htm).

## VI. PROPOSAL PACKAGE

*[INSTRUCTIONS: Complete one entire proposal package, Section VI, Parts A through K, for each separate grant application, RTC, OCL, or WR. Repeat the question and its number before each response (it is not necessary to duplicate the instructions). In the header, indicate the applicant name and grant application category (RTC, OCL, or WR). For your convenience, you may download from the Internet a copy of this section of the SFP, containing all of the questions and tables in Microsoft Word format, at [www.edd.ca.gov/wiaspind.htm](http://www.edd.ca.gov/wiaspind.htm).*

*You may alter the spacing provided in the SFP, to accommodate the length of your response; however, keep your responses concise and focused. **Note that some questions can be answered effectively in a single sentence or two.***

### A. Cover Page

*[INSTRUCTIONS: As with all forms and tables in the SFP, you may alter the spacing to accommodate the information being provided. The purpose of the Cover Page is to provide bidder contact information, the type of project being proposed, and the amount of funding being requested. See Sections III and IV, Scope and Expectations, and Methodology, respectively, for more information about bidders, project types, and funding.]*

1. Funds requested. Indicate amount requested and grant category.

\$ \_\_\_\_\_ Regional Training Collaboration  
\$ \_\_\_\_\_ On-Site Career Ladders  
\$ \_\_\_\_\_ Workplace Reforms

2. What other Nurse Workforce Initiative proposals are you submitting, in addition to this one? (Check:)

☐ None  
☐ Regional Training Collaboration (amount requested: \$ \_\_\_\_\_)  
☐ On-Site Career Ladders (amount requested: \$ \_\_\_\_\_)  
☐ Workplace Reforms (amount requested: \$ \_\_\_\_\_)

Applicant: \_\_\_\_\_

Grant Type: \_\_\_RTC \_\_\_OCL \_\_\_WR

3. Project name. \_\_\_\_\_

Applicant (entity submitting this proposal on behalf of the partnership).  
Use this name on all subsequent pages of the proposal.

- a. Name \_\_\_\_\_
- b. Address \_\_\_\_\_
- c. Contact person \_\_\_\_\_
  - i. Name and title \_\_\_\_\_
  - ii. Telephone number \_\_\_\_\_
  - iii. Fax number \_\_\_\_\_
  - iv. E-mail address \_\_\_\_\_

4. Name of entity that will have administrative responsibility if this proposal is funded.

- a. Name \_\_\_\_\_
- b. Address \_\_\_\_\_
- c. Contact person \_\_\_\_\_
  - i. Name and title \_\_\_\_\_
  - ii. Telephone number \_\_\_\_\_
  - iii. Fax number \_\_\_\_\_
  - iv. E-mail address \_\_\_\_\_

5. Name of entity that will have fiscal responsibility if this proposal is funded.

- a. Name \_\_\_\_\_
- b. Address \_\_\_\_\_
- c. Contact person \_\_\_\_\_
  - i. Name and title \_\_\_\_\_
  - ii. Telephone number \_\_\_\_\_
  - iii. Fax number \_\_\_\_\_
  - iv. E-mail address \_\_\_\_\_

Applicant: \_\_\_\_\_

Grant Type: \_\_\_RTC \_\_\_OCL \_\_\_WR

6. Signature of authorized representative of the fiscal agent.

Certification: *To the best of my knowledge and belief, all information in this proposal is true and correct. The undersigned certifies and warrants on his or her own behalf that as the signatory to this proposal, he or she has the authority to execute an Agreement on behalf of his or her respective entity. The applicant will comply with the project requirements described in the SFP, if a grant is awarded.*

Signed \_\_\_\_\_ Date \_\_\_\_\_

(Type:) Name \_\_\_\_\_ Title \_\_\_\_\_

**B. Executive Summary [5 points]**

*[INSTRUCTIONS: The purpose of this section is to give the reviewers a general understanding of what you are going to do and why you are going to do it. We recommend that you write this section after you have completed your responses to the rest of the SFP. Refer to Sections II, III, and IV, Background, Scope and Expectations, and Methodology, respectively, to ensure that you understand and address the State's interests for this NWI grant category. Limit: 4 pages.]*

Summarize the overall vision and plans for your proposed project. Include how it will integrate with other, related projects. Include anything that was not addressed in the rest of your responses to the SFP, but which would assist the reviewers in recognizing the merits of your proposed project.

**C. Regional Partnership Collaboration [15 points]**

*[INSTRUCTIONS: Refer to the rest of this SFP, especially Section III, Scope and Expectations, to ensure that you understand the State's interests for regional collaboration in each grant category. Partnerships that include representatives from each of the four major partner groups will be at a competitive advantage in the scoring process. Explain and document partner commitments and partnership demonstrated capability. Explain how you determined what region(s) to serve.]*

Applicant: \_\_\_\_\_

Grant Type: \_\_\_\_RTC \_\_\_\_OCL \_\_\_\_WR

1. List your current partners, grouping them within each of the four major partner groups (LWIBs, health-care employers, health-care labor and professional organizations, and education). Include "Other" partners, if applicable. Summarize the major role(s) they will have in this project.

*[INSTRUCTIONS: Use the following table format, adjusting the spacing of the table's cells, as needed. Examples are provided for format clarification only. All proposals must include an LWIB as partner from the region served. The RTC proposals must include representation (at least one partner) from each of the first four categories, in the region served; OCL and WR proposals will be at a competitive advantage for having, but not required to have, at least one partner in each of those four categories.]*

<b>Partner Name</b>	<b>Partner Role</b>	<b>Letter or MOU Attached?</b>
<b>LWIB(s)</b>		
County	Conduct marketing and outreach for participants	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
	Work with ABC Hospital to develop a mentorship program for LVNs	
	Provide intake and assessment	
	Serve as project fiscal agent	
<b>Health-Care Industry Employers</b>		
ABC Hospital	Place 12 RNs	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
XYZ Hospital	Place 15 RNs and 15 LVNs	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
	Provide supportive services to 30 nurses in training	
<b>Health-Care Industry Labor and Professional Organizations</b>		
Society for the Advancement of Nursing	Work with XYZ hospital to develop new method of scheduling nurses to eliminate need for overtime	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Education</b>		
City College	Provide skills upgrade training for 25 LVNs to become RNs	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
	Serve as project administrative agent	
School of Nursing	Has lead on work group that will develop career ladders at the XYZ Hospital	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Other</b>		
County Credit Union	Offer zero-interest automobile loans to project participants	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
	Contribute matching funds	

Applicant: \_\_\_\_\_

Grant Type: \_\_\_RTC \_\_\_OCL \_\_\_WR

2. Briefly summarize the capability of each partner, ensuring that the track record and history of success in similar project work is documented adequately. Include only those accomplishments that were not part of the collaborative effort of your partnership (see Question C.3, below). In Part K, attach a letter of project commitment from each of your partners. The letter must describe how the partner will participate in, and contribute to, this project.
3. State how long your partnership has been working together (irrespective of ongoing changes in membership as the partnership evolved). Provide a brief summary or outline of the partnership's collaboration accomplishments with respect to health-care employment and training projects. Include only those accomplishments that were attributable to the collaborative effort of your partnership. In-progress collaboration may be included also. Explain how your partnership has demonstrated its capability to carry out the NWI project. For new partnerships, explain the rationale for the new partnership and efforts taken to ensure its success.
4. How did you bring key stakeholders into your partnership, and how did they collaborate in the planning and development of this proposal?
5. Justify your selection of fiscal agent, by describing the fiscal agent's:
  - a. Capacity to retain fiduciary responsibility for the project funds.
  - b. Selection as fiscal agent by agreement among partners.
  - c. Previous experience using public funds (especially WIA funds) for similar projects.
  - d. Ability to account for and administer project funds properly.
  - e. Ability to use the State's Job Training Automation System to report cash requests, and report expenditures.
  - f. Knowledge of WIA fiscal and procurement requirements sufficient to ensure compliance with those requirements.
6. What geographic area will be served by this project?
7. Referring to the region numbers in the map in Appendix J, *NWI Regional Map*, which region(s) will be served by this project (entirely or partially)?

Applicant: \_\_\_\_\_

Grant Type: \_\_\_RTC \_\_\_OCL \_\_\_WR

8. Justify how the service region was determined, e.g., concentration of need, demographics, existing partnerships.
9. In what ways, if any, does your selection of partners or your selection of region(s) to be served reflect creative or innovative thinking?

*[INSTRUCTIONS: The State considers the NWI projects to be demonstration or pilot projects, and as such, seeks innovative and creative ideas in all aspects of the project proposals. Projects should make the best use of the expertise and perspectives of the project partners in order to develop new and effective approaches to health-care industry employment.]*

**D. Unmet Need [17 points]**

*[INSTRUCTIONS: Refer to the rest of this SFP, especially Section III, Scope and Methodology, for more information on unmet need. In this section, carefully describe the unmet need in your region and how your project activities and outcomes will address that need. Be specific and cite verifiable sources.]*

1. With respect to health-care industry employers, describe the unmet need that this project's activities and outcomes will address. Include any unique needs of your population, such as language, culture, diversity, or special health-care needs. Provide data to support your description of unmet need.
2. With respect to health-care industry employers, explain how you determined the existence and causal factors of the unmet need described in Question D.1.
3. With respect to health-care industry employers, explain why the employer needs are not being met by the existing local or regional service infrastructure. Include a discussion of other projects currently in place to meet the same or similar needs in your region, and how this proposed project will augment those activities.
4. With respect to the target population that will be participating in your project, describe the unmet need that this project's activities and outcomes will address. Provide data to support your description of unmet need.

Applicant: \_\_\_\_\_

Grant Type: \_\_\_RTC \_\_\_OCL \_\_\_WR

5. With respect to the target population that will be participating in your project, explain how you determined the existence and causal factors of the unmet need described in Question D.4.
6. With respect to the target population that will be participating in your project, explain why the worker and job seeker needs are not being met by the existing local or regional service infrastructure. Include a discussion of other projects currently in place to meet the same or similar needs in your region, and how this proposed project will augment those activities.
7. In what ways, if any, did your efforts to identify unmet need and analyze the cause(s) for that need reflect creative or innovative thinking, e.g., identifying previously overlooked unmet need?

*[INSTRUCTIONS: The State considers the NWI projects to be demonstration or pilot projects, and as such, seeks innovative and creative ideas in all aspects of the project proposal.]*

#### **E. Project Activities and Outcomes [25 points]**

*[INSTRUCTIONS: Refer to Sections II, III, and IV, Background, Scope and Expectations, and Methodology, respectively, and Appendices D and E, WIA Allowable Activities, and WIA 15 Percent Project Requirements, respectively, to ensure that you understand and address the State's outcome goals and allowable activities. Be clear in describing how your project activities are linked to your region's needs, your expected outcomes, and the State's performance goals.]*

*Remember that any of the three projects, RTC, OCL, or WR, may contain a career ladder and/or workplace reforms component. Describe here only those activities and outcomes that would be funded under this project proposal. Do not include activities or outcomes that are being planned in another project proposal.*

*Do not address marketing and outreach here. They will be discussed in Part F, below.]*

Applicant: \_\_\_\_\_

Grant Type: \_\_\_\_RTC \_\_\_\_OCL \_\_\_\_WR

1. For enrolled participants, describe your project activities and planned outcomes for each activity. Explain how the activities and outcomes will address your region's unmet need.

*[INSTRUCTIONS: Some examples of project activities include, but are not limited to, assessment, training, career ladder development, workplace reforms, supportive services, retention services, follow-up services, job creation, and placement. Some examples of outcomes include, but are not limited to, completed training, entered unsubsidized employment, obtained certification, job retention six months after entering employment, and increase in earnings.]*

2. For each participant target group, summarize your planned outcomes in a table.

*[INSTRUCTIONS: To the extent possible, link project outcomes to WIA performance outcomes, as described in Section III, Scope and Expectations, and Appendix E, WIA 15 Percent Project Requirements. Use this format, adjusting the spacing of the table's cells, as needed to accommodate the information being provided. Examples are provided for clarification only.]*

<b>Clients Served</b>		<b>Results of Service</b>	
<i>Number</i>	<i>Target Group</i>	<i>Number</i>	<i>Outcome</i>
50	Employed NAs	40	Licensed, hired as LVNs
		10	Licensed, hired as RNs
35	Unemployed adults	35	Certified, hired to backfill NA vacancies (above)

Applicant: \_\_\_\_\_

Grant Type: \_\_\_RTC \_\_\_OCL \_\_\_WR

3. Summarize your performance goals for the following participant groups.

*[INSTRUCTIONS: Refer to Section III, Scope and Expectations, and Appendix E, WIA 15 Percent Project Requirements, for minimum reporting criteria, but include additional performance goals, as applicable. Use this format, adjusting the spacing of the table's cells, as needed to accommodate the information being provided. Examples are provided for format clarification only.]*

<b>Performance Reporting Categories</b>	<b>Clients Served</b>		
	<b>Adults</b>	<b>Older Youth</b>	<b>Younger Youth</b>
<i>Entered Employment Rate</i>	93%		
<i>Employment Retention Rate</i>	87%		
<i>Earnings Change/ Earnings Replacement in Six Months</i>	+\$3,900		
<i>Credential/Diploma Rate</i>	100%		
<i>Skill Attainment Rate</i>			

4. Describe your project activities with respect to health-care employers (e.g., career ladder development, and workplace reforms) and the planned outcomes for each activity (e.g., employee certification, and retention).

What specific career ladders, if any, will you develop and where will they be implemented?

What workplace reforms, if any, will you develop, and where will they be implemented?

5. In what ways, if any, do your planned activities and outcomes reflect creative and innovative strategies?

*[INSTRUCTIONS: The State considers the NWI projects to be demonstration or pilot projects, and as such, seeks innovative and creative ideas in all aspects of the project proposal.]*

Applicant: \_\_\_\_\_

Grant Type: \_\_\_RTC \_\_\_OCL \_\_\_WR

**F. Target Population and Employers [10 points]**

*[INSTRUCTIONS: Refer to Section III, Scope and Expectations, for a discussion of the clients to be served. Provide a clear and logical explanation of how you have identified your target population, how you will market to that population, and how you will serve that population.]*

1. Describe the characteristics of the target population to be served by this project, e.g., CalWORKs recipients, adults (including dislocated workers), incumbent NAs. For each subgroup of the target population, describe the barriers to entry into employment (or barriers to career advancement) in the health-care industry.
2. Describe your marketing and outreach strategies for each subgroup of the target population. Include a description of how you will reach a diverse target population that will meet your region's unmet needs in terms of language, culture, diversity, or other characteristics (c.f. Question D.1).
3. Describe what health-care industry employer sites or facilities will benefit by this project.
4. Describe your marketing and outreach strategies for the employers to be served.
5. In what ways, if any, do your marketing and outreach strategies reflect creative and innovative thinking?

*[INSTRUCTIONS: The State considers the NWI projects to be demonstration or pilot projects, and as such, seeks innovative and creative ideas in all aspects of the project proposal.]*

Applicant: \_\_\_\_\_

Grant Type: \_\_\_RTC \_\_\_OCL \_\_\_WR

**G. Flexibility and Sustainability [12 points]**

*[INSTRUCTIONS: Leveraged and matching resources make it possible to serve more clients over a longer project period, and to provide those clients with more services than would be otherwise allowed under WIA. The contribution of leveraged and matching resources is also an indicator of partner commitment to the project. See Section III, Scope and Expectations, for further discussion.]*

*When referencing leveraged and matching resources, cite only committed, verifiable resources. Use the table format below to summarize these resources. As with all tables in the SFP, you may expand the size of the table's cells to accommodate the information being provided.]*

1. What non-WIA matching or leveraged resources (cash or in-kind) will be used to support this project? Identify use of these resources and describe how they fit into the project design. Also, as appropriate, identify services that could not be provided, and the clients who could not be served, without these matching or leveraged resources. Explain how these resources will be used to extend the project past the term of the NWI grant, if at all.

*[INSTRUCTIONS: Use this format, adjusting the spacing of the table's cells, as needed to accommodate the information being provided.]*

<b>Source</b>	<b>Cash Amount, or Type and Value of In-Kind Resource</b>	<b>How Matched or Leveraged Resource will be Used</b>

2. What plans, if any, does your partnership have to sustain these project activities past the term of the grant?
3. In what ways, if any, have you used creative and innovative strategies to leverage existing resources and obtain matching resources to support this project?

*[INSTRUCTIONS: The State considers the NWI projects to be demonstration or pilot projects, and as such, seeks innovative and creative ideas in all aspects of the project proposal.]*

Applicant: \_\_\_\_\_

Grant Type: \_\_\_\_RTC \_\_\_\_OCL \_\_\_\_WR

## H. Performance Evaluation [6 points]

*[INSTRUCTIONS: A critical evaluation of the project's outcomes relative to its goals is essential to the value of the proposed project. Ongoing assessment and analysis, as well as an evaluation at the conclusion of the project, are necessary in order to measure the project's performance and learn from it. See Section III, Scope and Expectations, for further discussion.]*

1. Describe what analysis and evaluation will take place during the project, to assess ongoing performance and make corrective project decisions, as needed. If your project will incorporate a regional coordinator, explain how that person will ensure the effective organization and functioning of the partnership.
2. What data will be collected to analyze and evaluate project performance at the conclusion of the project? How will these data be used for future planning?
3. Explain how your partnership will be able to meet the State's requirements for reporting performance data using the JTA system. At a minimum, address the reporting of standard WIA performance measures.
4. In what ways, if any, will you use creative and innovative strategies monitor the project's progress and assess its performance?

*[INSTRUCTIONS: The State considers the NWI projects to be demonstration or pilot projects, and as such, seeks innovative and creative ideas in all aspects of the project proposal.]*

Applicant: \_\_\_\_\_

Grant Type: \_\_\_RTC \_\_\_OCL \_\_\_WR

**I. Budget and Expenditures Plan [5 points]**

*[INSTRUCTIONS: Provide your planned project budget and expenditures plan, separating costs that would be charged to this grant from costs that would be charged to matching or leveraged funds. See Section III, Scope and Methodology, for funding information.]*

1. Use the table format below to summarize the project budget. As with all tables in the SFP, you may expand the size of the tables' cells to accommodate the information being provided.]

<b>BUDGET</b>			
<b>Cost Category</b>	<b>Charges to This Grant</b>		<b>Matching and Leveraged Resources</b>
	<b>Administrative Costs</b> (Budget Limit: 10%)	<b>Program Costs</b>	
Staff salaries *			
Staff fringe benefits			
Travel			
Rent, utilities, and communications			
Facility purchase and improvements			
Office supplies, and postage			
Equipment and furniture **			
Media (marketing) ***			
Participant training ***			
Supportive services, retention services, follow-up services ***			
Subsidized participant wages and fringe benefits			
Other consultants or service subcontractors ***			
Indirect costs			
TOTAL Per Column			
TOTAL Grant Charges			
PROJECT GRAND TOTAL			

\* List by job title and full-time equivalency.

\*\* Specify any items valued at more than \$500.

\*\*\* List each type of consultant or subcontractor service.

Applicant: \_\_\_\_\_

Grant Type: \_\_\_RTC \_\_\_OCL \_\_\_WR

2. Use the table format below to summarize the project expenditures plan. Indicate planned expenditures per quarter, not cumulative expenditures. As with all tables in the SFP, you may expand the size of the tables' cells to accommodate the information being provided.]

<b>Quarterly Expenditures Plan</b>		
<b>Quarter Ending Date</b>	<b>Amount Expended Per Quarter</b>	
	<b>NWI Grant Funds</b>	<b>Matched or Leveraged Grant Funds</b>
September 2002		
December 2002		
March 2003		
June 2003		
September 2003		
December 2003		
March 2004		
June 2004		
September 2004		
December 2004		
March 2005		
June 2005		
September 2005		
<b>TOTAL EXPENDED</b>		

Applicant: \_\_\_\_\_

Grant Type: \_\_\_\_RTC \_\_\_\_OCL \_\_\_\_WR

**J. Quarterly Activities Plan [5 points]**

*[INSTRUCTIONS: Provide a quarterly activities plan of your project deliverables. In doing so, link your outcomes to the State performance goals. See Section III, Scope and Methodology, for performance information. Also, be sure that your quarterly activities plan corresponds to your responses in Section VI, Part E, Project Activities and Outcomes.]*

*Use this format, adjusting the spacing of the table's cells as needed to accommodate the information being provided. Examples are provided for clarification only.*

<b>Quarterly Activities Plan</b>	
<b>Quarter Ending Date</b>	<b>Activities and Outcomes</b>
December 2002	Partners meet and select Regional Coordinator. Television campaign to recruit participants begins.
March 2003	Partners conduct Nursing Job Fair. 45 adults enrolled in LVN training.
June 2003	
September 2003	
December 2003	
March 2004	
June 2004	45 adults obtain LVN license 15 adults placed in LVN positions
September 2004	30 adults placed in LVN positions
December 2004	
March 2005	
June 2005	
September 2005	

**K. Attachments**

*[INSTRUCTIONS: Insert your proposal attachments (e.g., partner letters of commitment) here.]*

## VII. APPLICATION SUBMISSION INSTRUCTIONS

### Deadline

The deadline for the **receipt** of proposals is Wednesday, **July 31, 2002, at 3 p.m. Late proposals will not be accepted.**

The date or time on a postmark or other courier's documentation is irrelevant to satisfying the submission deadline. All proposals, whether mailed, delivered by courier service, or hand delivered, must be received by the EDD's Workforce Investment Division by 3 p.m., July 31, 2002. Exceptions will not be allowed and there is no appeal for not meeting the proposal deadline.

The EDD's WID will accept hand-delivered and courier-delivered proposals between 8 a.m. and 5 p.m. daily, excluding Saturdays, Sundays, and State holidays, through July 30, and between 8 a.m. and 3 p.m. on July 31, 2002.

### Proposal Delivery Method and Addresses

Proposals may be submitted by mail, courier service, or hand delivery.

Mail proposals to: Special Initiatives Unit, MIC 69  
Employment Development Department  
PO Box 826880  
Sacramento, CA 94280-0001  
ATTN: Nurse Workforce Initiative

Send proposals by courier to: Special Initiatives Unit, MIC 69  
Employment Development Department  
800 Capitol Mall, Room 2029  
Sacramento, CA 95814  
ATTN: Nurse Workforce Initiative

Hand deliver proposals to: Special Initiatives Unit, MIC 69  
Workforce Investment Division  
Employment Development Department  
750 N Street  
Sacramento, CA 95814  
ATTN: Nurse Workforce Initiative

Because of the need for an original signature, proposals may not be e-mailed or faxed.

## ***Section VII: Application Submission Instructions***

### **Number of Copies**

Submit six complete copies of each proposal, including attachments. Also include one electronic copy of the proposal, not including attachments, on a diskette or compact disk.

## **VIII. AWARD AND CONTRACTING PROCESS**

### **Scoring**

Proposals will be scored and ranked by teams of independent reviewers. Only those proposals deemed to be meritorious and in the best interests of the State will be recommended for funding. Recommendations for funding will be sent to the Governor for approval.

### **Notification of Recommendation for Funding**

Following the Governor's selection of proposals to be funded, bidders will be notified of the funding decisions. The State expects that the award decision notices will be sent in early September.

### **Contracting**

EDD staff will contact the awardees to finalize contract details. In some cases, the EDD may request that the contracts incorporate changes in the original project proposals. After the contract negotiations, if any, the EDD will mail the subgrant agreement (contract) to the awardee's designated fiscal agent for signature. The State expects the contracts to be mailed for signatures by September 23, 2002, with a project start date of October 1, 2002.

Awardees are advised to consider whether official action by a County Board of Supervisors, City Council, or other, similar decision-making body will be necessary before or agreeing to accept funds awarded under this SFP. The time needed for such official action will affect the awardees ability to meet the October 1, 2002, project start date.

## APPENDIX A: INTERNET RESOURCES

The following Internet addresses are a valuable source of information that may be needed in developing project plans, building partnerships, and responding to questions in the SFP.

[www.edd.ca.gov/wiaspind.htm](http://www.edd.ca.gov/wiaspind.htm)

**The NWI SFP and related information can be accessed from the EDD's Special Projects page.**

[www.edd.ca.gov](http://www.edd.ca.gov)

### **Employment Development Department**

The EDD is the administrative entity for the Nurse Workforce Initiative. This site contains or links to a wide range of employment and training resources, including labor market information.

[www.allnursingschools.com](http://www.allnursingschools.com)

### **All Nursing Schools**

Guide to nursing education and careers. Allows students to compare and contact schools.

[www.aacn.nche.edu](http://www.aacn.nche.edu)

### **American Association of Colleges of Nursing**

Career information, including schools and scholarships, and discussions of interest to nursing professionals.

[www.rn.ca.gov](http://www.rn.ca.gov)

### **California Board of Registered Nursing**

Provides online services and information to Nurses, including legislative updates and licensing assistance.

[www.dhs.ca.gov](http://www.dhs.ca.gov)

### **California Department of Health Services**

Serves the people of California by working to protect and improve public health.

[www.dmh.ca.gov](http://www.dmh.ca.gov)

### **California Department of Mental Health**

Provides leadership to the California mental health system.

[www.dor.ca.gov](http://www.dor.ca.gov)

### **California Department of Rehabilitation**

Provides information and services to rehabilitation professionals and consumers.

[www.dss.cahwnet.gov](http://www.dss.cahwnet.gov)

### **California Department of Social Services**

California Department of Social Services Home Page.

[www.etp.ca.gov](http://www.etp.ca.gov)

### **California Employment Training Panel (ETP)**

The ETP is a statewide economic development program that supports retraining of incumbent workers. The ETP also funds the training of unemployed workers for high-skill, high-wage, secure jobs. See Appendix H.

[www.chhs.ca.gov](http://www.chhs.ca.gov)

### **California Health and Human Services Agency (CHHS)**

The CHHS has the lead responsibility for State agency collaboration in implementing the NWI.

[www.nurse.ca.gov](http://www.nurse.ca.gov)

### **California Nurse Outreach**

The Governor's web site to market nursing careers, encourage inactive RNs to return to nursing, and promote the "RN Ambassador" nurse recruitment program.

[www.edd.ca.gov/one-stop](http://www.edd.ca.gov/one-stop)

### **California One-Stop Career Center System (WorkNet)**

A central location for information about One-Stop Career Centers and related links.

[www.calwia.org](http://www.calwia.org)

### **California Workforce Investment Act Board**

The Board establishes policy for, and provides guidance to, local Workforce Investment Boards, which provide services under the WIA.

[www.edd.cahwnet.gov/eddwtf.htm](http://www.edd.cahwnet.gov/eddwtf.htm)

### **Career Ladders to the 21<sup>st</sup> Century**

This is a joint project of the Employment Training Panel and the EDD. Has links to two examples of health-care career ladders.

[www.choosenursing.com](http://www.choosenursing.com)

### **Coalition of Nursing Careers in California**

Contains basic information on the career of nursing, choosing a nursing school, and how to apply for financial aid and/or scholarships.

[www.doleta.gov](http://www.doleta.gov)

### **Department of Labor**

The U.S. Employment and Training Administration's Department of Labor (DOL) home page. The DOL is the federal agent for the WIA program.

[www.healthprofessions.ca.gov](http://www.healthprofessions.ca.gov)

### **Health Professions Education Foundation**

The Foundation awards scholarships and educational loan repayment grants to nursing students and graduates who are committed to practicing in rural or under-served urban areas.

[www.discovernursing.com](http://www.discovernursing.com)

### **Johnson & Johnson**

Has basics on the field, and information on locating nursing programs in specific areas and finding nursing scholarships.

[www.nurse.org](http://www.nurse.org)

### **Nurse Practitioner Central**

State-by-state information about nursing careers, education, and professional associations.

[www.nursesource.org](http://www.nursesource.org)

### **Nurses for a Healthier Tomorrow**

Contains Frequently Asked Questions about careers in nursing, nursing career profiles, and links to financial aid and scholarships.

[www.nursezone.com](http://www.nursezone.com)

### **Nursezone.com**

Contains a wide variety nursing career information, including financial assistance for training and connecting with peers.

[www.oshpd.cahwnet.gov](http://www.oshpd.cahwnet.gov)

### **Office of Statewide Health Planning and Development (OSHPD)**

Under the California Health and Human Services Agency, OSHPD plans for and supports the development of health-care systems in California.

[www.nursingsociety.org](http://www.nursingsociety.org)

### **Sigma Theta Tau International – Honor Society of Nursing**

Provides career and educational information on nursing.

[www.shrm.org](http://www.shrm.org)

### **Society of Human Resource Management**

Information on the human resource profession; representing the interests of more than 85,000 members from around the world.

[www.sba.gov](http://www.sba.gov)

### **U.S. Small Business Administration**

Provides guidance and resource information to owners and operators of small businesses.

## **APPENDIX B: GLOSSARY OF TERMS**

The following terms are defined specifically as they are used in the NWI SFP.

### **Administrative Costs**

See Appendix F, *Administrative Cost Definitions*, for a definition and examples of administrative costs under the NWI SFP.

### **Applicant**

The entity that has, or is planning to, apply for NWI funding by submitting one or more proposals. Same as bidder.

### **Awardee**

The entity whose NWI project proposal has been selected for funding, but who has not yet signed a contract with the State to receive those funds.

### **Bidder**

The entity that has, or is planning to, apply for NWI funding by submitting one or more proposals. Same as bidder.

### **Contract**

The written agreement between the EDD (on behalf of the State) and a grantee, to carry out the proposed NWI project. (Also called a subgrant agreement.)

### **Eligible Participant**

Eligible participants are applicants for services under the NWI who meet the eligibility criteria under the WIA.

### **Employment Development Department**

The EDD is the administrative entity for the WIA in California. It also administers other employment and training programs.

### **Grantee**

The entity whose NWI project proposal has been selected for funding, and who has signed a contract with the State to receive those funds.

## **In-Kind Contributions**

In-kind contributions are non-cash resources, such as staff time and equipment.

## **Leveraged Resources**

These are either cash or in-kind resources for purposes other than the NWI, but which when used in conjunction with NWI funds, augment NWI activities and provide greater flexibility in NWI project activities.

## **Local Workforce Investment Boards**

These are the public boards responsible at the local level for planning and administering the WIA programs within their local Workforce Investment Areas. Local Workforce Investment Boards consist of a variety of mandatory representatives from local public agencies, organized labor, public education, and business, and are the grant recipients for adult, dislocated worker, and youth funds under the WIA program. Refer to Appendix C, *Local Workforce Investment Areas and Boards*, for the names and locations of these local partners.

## **Matching Resources**

These are either cash or in-kind contributions provided in support of a NWI proposal.

## **One-Stop Career Center**

One-Stop Career Centers are integrated service delivery sites in local Workforce Investment Areas that offer WIA core, intensive, and training services. One-Stop Career Centers include mandatory participation from a variety of local workforce investment partners, including public agencies and education.

## **Region**

For purposes of the NWI, a region is any one of nine designated areas in California, as shown in Appendix J, *NWI Regional Map*. These are the same regional designations that applied to the Caregiver Training Initiative.

## **Regional Partnership**

For purposes of the NWI, this is a collaborative coalition of partners, from throughout the designated region, and who represent at least one LWIB, health-care industry employers, health-care labor and professional organizations, and education, and who develop and submit a proposal under the NWI SFP.

**Subcontractor**

The entity that has a written agreement with the grantee to provide services to or on behalf of the grantee.

**Subgrant Agreement**

The written agreement between the EDD (on behalf of the State) and a grantee, to carry out the proposed NWI project. (Also called a contract.)

**Subrecipient**

The entity that has a written agreement with the grantee to provide services necessary to implement the NWI project.

**Workforce Investment Act (WIA)**

The Workforce Investment Act of 1998, was passed by Congress, and signed by the President, to replace the Job Training Partnership Act program. The WIA reformed federal job training programs by creating a new, comprehensive workforce investment system that is customer-focused and that helps individuals access the tools they need to manage their careers and U.S. companies to find the skilled workers they require.

## APPENDIX C: LOCAL WORKFORCE INVESTMENT AREAS AND BOARDS

ALAMEDA COUNTY	FRESNO CITY/COUNTY CONSORTIUM	KINGS COUNTY
Ms. Dorothy Chen, Administrator 22225 Foothill Boulevard, Suite 4 Hayward, CA 94541 Phone (510) 670-5700 Fax (510) 670-5706	Mr. Blake Konczal Chief Executive Officer 1999 Tuolumne Street, Suite 700 Fresno, CA 93721 Phone (559) 266-3742 Fax (559) 233-9633	Mr. John S. Lehn, Director 124 North Irwin Street Hanford, CA 93230 Phone (559) 585-3532 Fax (659) 585-7395
ANAHEIM	GOLDEN SIERRA CONSORTIUM	LONG BEACH CITY
Mr. Ruben Aceves, Manager c/o 50 South Anaheim Boulevard, Suite 200 Anaheim, CA 92805 Phone (714) 765-4342 Fax (714) 765-4363	Ms. Kim Hemmer, Director 11549 F Avenue Auburn, CA 95603 Phone (530) 823-4631 Fax (530) 885-5579	Mr. Ray Worden, Administrator 200 Pine Avenue, Suite 400 Long Beach, CA 90802 Phone (562) 570-3800 Fax (562) 570-3897
CARSON/LOMITAITORRANCE CONSORTIUM	HUMBOLDT COUNTY	LOS ANGELES CITY
Ms. Patricia D. Unangst Administrator I Civic Plaza, Suite 500 Carson, CA 90745 Phone (310) 518-8130 Fax (310) 518-8214	Mr. Dave Lyons, Exec. Director 520 E Street Eureka, CA 95501 Phone (707) 445-7745 Fax (707) 445-7291	Ms. Ann Giagni, Director 215 West 6th Street, 10th Floor Los Angeles, CA 90014 Phone (213) 485-5019 Fax (213) 237-0551
CONTRA COSTA COUNTY	IMPERIAL COUNTY	LOS ANGELES COUNTY
Mr. Ronald A. Wetter Executive Director 2425 Bisso Lane, Suite 100 Concord, CA 94520-4817 Phone (925) 646-5239 Fax (925) 646-5517	Mr. Sam Couchman, Director 2995 South Fourth St., Suite 101 El Centro, CA 92243 Phone (760) 337-5007 Fax (760) 337-5005	Mr. Josie Marquez, Acting Director 3175 West 6th Street, Room 406 Los Angeles, CA 90020 Phone (213) 738-3175 Fax (213) 637-3468

FOOTHILL EMPLOYMENT & TRAINING CONSORTIUM	KERN/INYO/MONO CONSORTIUM	MADERA COUNTY
Mr. Phillip L. Dunn Executive Director 1207 East Green Street Pasadena, CA 91106 Phone (626) 584-8381 Fax (626) 584-8375	Mr. John Nilon Executive Director 2001 28th Street Bakersfield, CA 93301 Phone (661) 336-6849 Fax (661) 336-6855	Mr. Herman Perez Division Administrator 209 East 7th Street Madera, CA 93638 Phone (559) 662-4600 Fax (559) 673-1794
MARIN COUNTY	NAPA COUNTY	ORANGE COUNTY
Ms. Mary Donovan Deputy Director 2980-A Kerner Boulevard San Rafael, CA 94901 Phone (415) 499-7845 Fax (415) 499-7847	Ms. Martha M. Finnegan Director 650 Imperial Way, Suite 101 Napa, CA 94559-1344 Phone (707) 259-8362 Fax (707) 253-4895	Mr. Andrew Munoz, Administrator 1300 S Grand, Building B, 3 <sup>rd</sup> Floor Santa Ana, CA 92705-4407 Phone (714) 567-7371 Fax (714) 834-7132
MENDOCINO COUNTY	NORTEC CONSORTIUM	RICHMOND CITY
Ms. Morgaine Colston WIA Coordinator 631 South Orchard Avenue Ukiah, CA 95482 Phone (707) 463-6389 Fax (707) 463-6392	Mr. Charles Brown Executive Director 7420 Skyway Paradise, CA 95969 Phone (530) 872-9600 Fax (530) 872-5647	Ms. Upesi Mtambuzi, Director 330 25 <sup>th</sup> Street Richmond, CA 94804 Phone (510) 307-8153 Fax (510) 307-8072
MERCED COUNTY	NORTH CENTRAL CONSORTIUM	RIVERSIDE COUNTY
Ms. Andrea Baker, Acting Director 1880 West Wardrobe Avenue Merced, CA 95340-6407 Phone (209) 385-7324 Fax (209) 725-3592	Mr. Charles Peterson Deputy Director 1215 Plumas Street, Suite 1800 Yuba City, CA 95991 Phone (530) 822-7145 Fax (530) 822-7150	Mr. Jerry Craig Executive Director 1151 Spruce Street Riverside, CA 92507 Phone (909) 955-3100 Fax (909) 955-3131
MONTEREY COUNTY	NOVA (North Santa Clara Valley Job Training Consortium)	SACRAMENTO CITY/ COUNTY CONSORTIUM
Mr. Joseph Werner Executive Director 730 La Guardia Street Salinas, CA 93905 Phone (831) 759-6644 Fax (831) 755-3238	Mr. Michael J. Curran, Director 505 W. Olive, Suite 550 Sunnyvale, CA 94086 Phone (408) 730-7248 Fax (408) 730-7643	Ms. Kathy Kossick Executive Director 1217 Del Paso Blvd. Sacramento, CA 95815 Phone (916) 263-3800 Fax (916) 263-3825

MOTHER LODE CONSORTIUM	OAKLAND CITY	SAN BENITO COUNTY
Ms. Candace Katosic, Director 19900 Cedar Road North Sonora, CA 95370 Phone (209) 533-3396 Fax (209) 533-1079	Mr. Al Auletta, Executive Director 250 Frank Ogawa Plaza, Ste. 3315 Oakland, CA 94612 Phone (510) 238-3752 Fax (510) 238-2230	Ms Kathryn Flores, Director 481 Fourth Street Hollister, CA 95023 Phone (831) 636-4000 Fax (831) 636-4010
SAN BERNARDINO CITY	SAN JOSE/SILICON VALLEY	SANTA CRUZ COUNTY
Mr. Ernest B. Dowdy Executive Director 599 North Arrowhead Avenue San Bernardino, CA 92401-1201 Phone (909) 888-7881 Fax (909) 889-7833	Mr. Christopher Donnelly, Director 60 South Market St., Suite 470 San Jose, CA 95113 Phone (408) 277-8844 Fax (408) 277-1012	Ms. Kathy Zwart, Director 1040 Emeline Avenue Santa Cruz, CA 95060 Phone (831) 454-4080 Fax (831) 454-4651
SAN BERNARDINO COUNTY	SAN LUIS OBISPO COUNTY	SELACO (SOUTHEAST LOS ANGELES CONSORTIUM)
Ms. Janice Eisenbeisz Deputy Director 851 S. Mount Vernon Ave, Suite 22 Colton, CA 92324 Phone (909) 433-3335 Fax (909) 433-3333	Mr. Lee Ferrero, President Creekside Career Center 4111 Broad Street, Suite A San Luis Obispo, CA 93401 Phone (805) 788-2600 Fax (805) 541-4117	Mr. Ron Crossley Executive Director 10900 E. 183rd Street, Suite 350 Cerritos, CA 90703 Phone (562) 402-9336 Fax (562) 860-4701
SAN DIEGO CONSORTIUM	SAN MATEO COUNTY	SOLANO COUNTY
Mr. Lawrence G. Fitch Executive Director 1551 4th Avenue, Suite 600 San Diego, CA 921 01 Phone (619) 238-1445 Fax (619) 238-5159	Mr. Robert Schwab, Director 262 Harbor Boulevard, Bldg. A Belmont, CA 94002 Phone (650) 802-5171 Fax (650) 802-5173	Mr. Robert Bloom Executive Director 320 Campus Lane Suisun, CA 94585 Phone (707) 864-3370 Fax (707) 864-3386
SAN FRANCISCO CITY & COUNTY	SANTA ANA CITY	SONOMA COUNTY
Ms. Pamela S. Calloway President 1650 Mission Street, Suite 300 San Francisco, CA 94103-2490 Phone (415) 431-8700 Fax (415) 431-8702	Ms. Patricia Nunn Executive Director 20 Civic Center Plaza (M-25) Santa Ana, CA 92701 Phone (714) 647-5360 Fax (714) 647-6954	Mr. Jerald C.D. Dunn, Director 2245 Challenger Way, Suite 104 Santa Rosa, CA 95407 Phone (707) 565-5550 Fax (707) 565-5655

SAN JOAQUIN COUNTY	SANTA BARBARA COUNTY	SOUTH BAY CONSORTIUM
Mr. John M. Solis Executive Director 850 N. Hunter Street Stockton, CA 95202 Phone (209) 468-3526 Fax (209) 462-9063	Mr. Bob Shapiro 234 Camino del Remedio Santa Barbara, CA. 93101 Phone (805) 681-4650 Fax (805) 681-4403	Mr. Jan Vogel, Administrator One Manchester Blvd., Suite 450 P.O. Box 6500 Inglewood, CA 90301 Phone (310) 412-5558 Fax (310) 412-4252
STANISLAUS COUNTY	TULARE COUNTY	VENTURA COUNTY
Mr. Terry Plett, Director 251 Hackett Rd., C-2 Modesto, CA 95358-0031 Phone (209) 558-21 00 Fax (209) 558-2164	Mr. Joseph H. Daniel Administrator 2374 W. Whitendale Avenue Visalia, CA 93278-3146 Phone (559) 737-6323 Fax (559) 624-1041	Mr. Bruce Stenslie, Director 505 Poli Street, Third Floor Ventura, CA 93001 Phone (805) 652-7621 Fax (805) 648-9533
VERDUGO CONSORTIUM	YOLO COUNTY	
Ms. Madalyn Blake, Director 141 North Glendale Avenue, Room 202 Glendale, CA 91206-4996 Phone (818) 548-2053 Fax (818) 548-3724	Mr. Gerald Rose, Director 120 West Main Street Woodland, CA 95695 Phone (530) 661-2757 Fax (530) 661-2658	

## **APPENDIX D: WIA ALLOWABLE ACTIVITIES**

### **Core Services**

1. Determinations of whether the individuals are eligible to receive assistance.
2. Outreach, intake (which may include worker profiling), and orientation to the information and other available services.
3. Initial assessment of skill levels, aptitudes, abilities, and supportive service needs.
4. Job search and placement assistance, and where appropriate, career counseling.
5. Provision of employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including—
  - a. Job vacancy listings in such labor market areas
  - b. Information on job skills necessary to obtain the jobs described in clause 5.a.
  - c. Information relating to local occupations in demand and the earnings and skill requirements for such occupations
6. Provision of performance information and program cost information on training services, youth activities, adult education, post-secondary vocational activities, and vocational rehabilitation program activities
7. Provision of accurate information relating to the availability of supportive services, including child care and transportation, available in the local area, and referral to such services, as appropriate
8. Provision of information regarding filing claims for unemployment compensation
9. Assistance in establishing eligibility for:
  - a. Welfare-to-work activities
  - b. Programs of financial aid assistance for training and education programs that are available in the local area
10. Follow-up services, including counseling regarding the workplace, for participants in workforce investment activities authorized under this subtitle who are placed in unsubsidized employment, for not less than 12 months after the first day of the employment, as appropriate.

## **Intensive Services**

1. Comprehensive and specialized assessments of the skill levels and service needs which may include:
  - a. Diagnostic testing and use of other assessment tools
  - b. In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals
2. Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals
3. Group counseling
4. Individual counseling and career planning
5. Case management for participants seeking training services
6. Short term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training

## **Training Services**

1. Occupational skills training, including training for nontraditional employment;
2. On-the-job training
3. Programs that combine workplace training with related instruction, which may include cooperative education programs
4. Training programs operated by the private sector
5. Skill upgrading and retraining
6. Entrepreneurial training
7. Job readiness training
8. Adult education and literacy activities provided in combination with services described in any of clauses 1 through 7
9. Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

## **Follow-up Services**

The goal of follow-up services is to ensure job retention, wage gains, and career progress for participants who have been referred to unsubsidized employment. Follow-up services must be made available for a minimum of 12 months following the first day of employment. While follow-up services must be made available, not all participants who are registered and placed into unsubsidized employment will need or want such services.

Follow-up services could include, but are not limited to: additional career planning and counseling; contact with the participant's employer, including assistance with work-related problems that may arise; peer support groups; information about additional educational opportunities; and referral to supportive services available in the community.

## APPENDIX E: WIA 15 PERCENT PROJECT REQUIREMENTS

The WIA program authorizes the Governor to allocate a majority of the WIA funds via formula to LWIBs, which are responsible for setting local policy and for directing the use of these formula allocated funds in their local Workforce Investment Areas. The Governor, by law, is allowed to reserve 15 percent of the WIA funds in California for use at his discretion for the provision of statewide employment and training activities. This document highlights the major requirements of the WIA as they relate to projects funded with the Governor's WIA 15 Percent Reserve for Statewide Employment and Training Activities. These requirements are based on the WIA and the supporting regulations (Code of Federal Regulations, Part 652, et. al.) and DOL guidance on performance and reporting included in Training and Employment Guidance Letters 7-99, 14-00, and 14-00, Change 1.

### Client Eligibility

#### ➤ *General*

Program operators must verify the following for an individual to served under the WIA program:

- Right to work in the United States
- Selective Service registration compliance
- Age: 14 years of age and older

#### ➤ *Adult (Age 18 and Older)*

There are no additional adult eligibility requirements unless special groups are to be targeted. The eligibility criteria for these special groups will be described in the executive summary of the subgrant agreement (contract) that the EDD will establish with the awardee. Dislocated workers who are otherwise WIA-eligible can be served as adults.

#### ➤ *Youth (Ages 14-17)*

For projects that are youth oriented and which include the provision of direct services to youth participants, the following rules apply; however, the requirements are for only those projects serving persons ages 14 through 18. It is the direction of the State that persons 18 and older in a 15 Percent-funded project will be counted as adults (see above).

- At least 95 percent of the youth served must be low income and fall into one or more of the following categories:
  - ✓ Deficient in basic literacy skills
  - ✓ School dropout
  - ✓ Homeless, runaway or foster child
  - ✓ Pregnant or parent
  - ✓ Offender
  - ✓ Requires additional assistance to complete an educational program or to secure and hold employment
- Up to five percent of the total number of youth served may be youth who do not meet the income criterion but who are within one or more of the following categories:
  - ✓ School dropout
  - ✓ Basic skills deficient, as defined in the WIA Section 101(4)
  - ✓ Are one or more grade levels below the grade level appropriate to the individual's age
  - ✓ Pregnant or parenting
  - ✓ Possess one or more disabilities, including learning disabilities;
  - ✓ Homeless or runaway
  - ✓ Offender
  - ✓ Face serious barriers to employment as approved by the State or LWIB for purposes of the project
- There are no additional youth eligibility requirements unless special groups are to be targeted. These eligibility criteria for these special groups will be described in the subgrant agreement (contract) that the EDD will establish with the awardee.

### **Required Services**

#### **➤ *Adult (Age 18 and Older)***

- The grantee must deliver the services agreed to in negotiations with the State and contained in the project subgrant agreement (contract).

#### **➤ *Youth (Ages 14-17)***

- Grantees must deliver the services agreed to in negotiations with the State and contained in the project subgrant agreement (contract).
- Grantees must annually establish skills attainment goals for each youth participant.

- Grantees who have youth participants are encouraged, but not required, to develop a program design that includes the ten program elements listed below:
  1. Tutoring, study skills training and instruction leading to secondary school completion, including dropout prevention strategies
  2. Alternative secondary school offerings
  3. Summer employment opportunities directly linked to academic and occupational learning
  4. Paid and unpaid work experiences, including internships and job shadowing
  5. Occupational skill training
  6. Leadership development opportunities
  7. Supportive services
  8. Adult mentoring
  9. Follow-up services
  10. Comprehensive guidance and counseling

## **Reporting**

If a project includes WIA participants (adult or youth), the project will adhere to DOL reporting guidelines. The EDD may establish additional reporting requirements to ensure accountability and to meet research and demonstration evaluation needs, if any. The EDD will also establish reporting requirements for projects where there are no WIA participants. Reporting requirements for all projects will be included in the subgrant agreement or contract, which the EDD will establish with the grantee.

## **Performance Measures**

The law allows for projects funded in the 15 Percent Governor's Discretionary account to be designated as research and demonstration projects. The EDD will designate which projects are demonstration and which are not. Projects designated as demonstration will be notified by the EDD.

### **➤ *Demonstration/Research Projects***

The State and the grantee will agree on performance measures so that the State can assess the outcomes of the project. Demonstration/research project performance will be exempt from being reported by the State to the DOL. Most demonstration projects will have an independent evaluation component associated with the project.

➤ *Non-Demonstration/Non-Research Projects:*

The State and the grantee will establish performance goals for each project using the 17 standard WIA performance measures. The statewide performance goals will apply unless these are revised during the negotiation process. Any performance goals that are below the statewide goals must be approved by the WIA management team in the EDD and described in the contract. Performance data for these projects will apply only to State-level performance and not to local area performance calculations.

The State and the grantee will establish performance goals for each project using all or a subset of the 17 standard WIA performance measures specified in the WIA and the regulations (WIA Section 136, Title 20 of the Code of Federal Regulations, Part 666). These measures are defined in DOL Training and Employment Guidance Letter 7-99. Goals should be established for all performance measures that apply to the population being served in the project. The statewide performance goals will apply unless these are revised during the negotiation process. Any performance goals that are below the statewide goals must be approved by the EDD and described in the project subgrant agreement or contract. Performance data for non-demonstration/non-research projects will apply only to State-level performance and will not apply to local area performance calculations.

Past performance will be one of the criteria considered for future renewal or for approval of additional funding of a 15 Percent project.

## **Follow Up**

The WIA, its governing regulations, and DOL policy guidance, encourage (and in some cases require) adult (and dislocated worker) follow-up for two separate reasons. First, the WIA encourages long-term intervention to ensure that individuals placed in employment receive the support necessary to retain that employment and gain self-sufficiency. Second, follow-up contacts enable the State and specific projects to maximize performance outcomes by collecting information on the employment status and the post-program educational attainment/credentials of individuals served with WIA funds. The State's Job Training Automation system has been designed to allow programs to report client contact information for four quarters after exit to support client tracking and to supplement data in the automated performance reporting system.

Following are the follow-up requirements for the two categories of 15 Percent projects. Different requirements have been established for demonstration and non-demonstration projects because as a rule demonstration projects are outside of the "standard" performance system and subject to independent evaluation criteria.

➤ *Demonstration/Research Projects*

Grantees are encouraged, but are not required, to conduct follow-up activities as outlined in WIA, consistent with intent of the legislation to provide longer-term intervention to support success. The State and the grantee will discuss and establish follow-up requirements for the project. These will be added to the project narrative in the subgrant agreement or contract.

➤ *Non-Demonstration/Non-Research Projects:*

Follow-up contacts are mandatory with participants placed into a job, both for the period after placement before program exit, and for each of the four quarters after the participant exits from the program. In an effort to support a client's successful entry or reentry into the labor market, and to assist in their job retention, attempts should be made to follow-up with all clients to determine their needs for additional services before exit, and to assess outcomes, as appropriate and feasible. At each follow-up contact, grantees are expected to record and report supplemental outcome information gathered as a result of accomplishing the follow-up contacts. Follow-up reporting is discussed in detail in the WIA Client Forms Handbook. Further discussions of follow up contact requirements and reporting of supplemental information will be held during project development and during individual or group orientation sessions as necessary.

If a project is established for a term-specific period and is not considered an ongoing project, the State may relax the follow-up contact requirement. The State and the grantee will discuss and establish follow up requirements for the project. These will be added to the project subgrant agreement or contract.

## APPENDIX F: ADMINISTRATIVE COST DEFINITIONS

There is an administrative cost limit of ten percent of the funds awarded under this contract.

All local grant recipients and lower tier subrecipients must follow the Federal allowable cost principles that apply to their type of organization. The DOL regulations at 29 CFR 95.27 and 29 CFR 97.22 identify the Federal principles for determining allowable costs that must be followed.

Although administrative in nature, costs of information technology—computer hardware and software—needed for tracking and monitoring of WIA program, participant, or performance requirements; or for collecting, storing and disseminating information, are excluded from the administrative cost limit calculation.

- (a) The cost of administration is that allocable portion of necessary and reasonable allowable costs of direct grant recipients, as well as, local grant recipients, local grant subrecipients, local fiscal agent, and which are not related to the direct provision of WIA services, including services to participants and employers. These costs can be both personnel and non-personnel, and both direct and indirect.
- (b) The costs of administration are the costs associated with performing the following functions:
  - (1) Performing the following overall general administrative functions and coordination of those functions under WIA Title I:
    - (i) Accounting, budgeting, financial and cash management functions
    - (ii) Procurement and purchasing functions
    - (iii) Property management functions
    - (iv) Personnel management functions
    - (v) Payroll functions
    - (vi) Coordinating the resolution of findings arising from audits, reviews, investigations and incident reports
    - (vii) Audit functions
    - (viii) General legal services functions
    - (ix) Developing systems and procedures, including information systems, required for these administrative functions
  - (2) Performing oversight and monitoring responsibilities related to WIA administrative functions

- (3) Costs of goods and services required for administrative functions of the program, including goods and services such as rental or purchase of equipment, utilities, office supplies, postage, and rental and maintenance of office space
  - (4) Travel costs incurred for official business in carrying out administrative activities or the overall management of the WIA systems
  - (5) Costs of information systems related to administrative functions (for example, personnel, procurement, purchasing, property management, accounting and payroll systems) including the purchase, systems development and operating costs of such systems
- (c) (1) Awards to subrecipients or vendors that are solely for the performance of administrative functions are classified as administrative costs.
- (2) Personnel and related non-personnel costs of staff who perform both administrative functions specified in paragraph (b) of this section and programmatic services or activities must be allocated as administrative or program costs to the benefiting cost objectives/categories based on documented distributions of actual time worked or other equitable cost allocation methods.
- (3) Specific costs charged to an overhead or indirect cost pool that can be identified directly as a program cost are to be charged as a program cost. Documentation of such charges must be maintained.
- (4) Except as provided at paragraph (c)(1), all costs incurred for functions and activities of subrecipients and vendors are program costs.
- (5) Costs of the following information systems including the purchase, systems development and operating (e.g., data entry) costs are charged to the program category:
- (i) Tracking or monitoring of participant and performance information
  - (ii) Employment statistics information, including job listing information, job skills information, and demand occupation information
  - (iii) Performance and program cost information on eligible providers of training services, youth activities, and appropriate education activities
  - (iv) Local area performance information
  - (v) Information relating to supportive services and unemployment insurance claims for program participants
- (6) Continuous improvement activities are charged to administration or program category based on the purpose or nature of the activity to be improved. Documentation of such charges must be maintained.

## **APPENDIX G: STATE COLLABORATION TO IMPLEMENT THE NWI**

In order to leverage expertise located across State government, the California Health and Human Services Agency formed a collaboration to address early implementation issues and develop the NWI plan.

### **California Health and Human Services Agency (CHHS)**

The CHHS is responsible for the participation and collaboration of all participating State agencies and departments, ensuring the assignment of staff with expert program knowledge and analytic and organizational skills, coordinating activities among the State partners and between the State, the private sector, and local partnerships.

### **California Workforce Investment Board (State Board)**

The State Board is charged with providing policy recommendations on all aspects of WIA implementation and establishing the vision and goals for California's Workforce Investment system. In addition, the State Board provides leadership in collaboration among workforce preparation programs, to develop policy and service delivery strategies.

### **Employment Development Department (EDD)**

The EDD participates in local partnerships and provides employment services through its local offices. The EDD provides administrative assistance and consultation to local areas designated under WIA to participate in local partnerships. The EDD also provides local job training and employment assistance, such as economic and labor market information regarding labor supply and demand, and is instrumental in coordinating projects with the State's welfare-to-work initiatives. The EDD also works in collaboration with other agencies and departments, and with the employer community, to develop career paths and to upgrade skill program models that support licensed nurse recruitment and retention efforts. Part of this role includes working with local agencies to ensure that LWIBs participate in local partnerships. Finally, the EDD is the fiscal agent for the \$60 million NWI funds.

### **Office of Statewide Health Planning and Development (OSHPD)**

The OSHPD operates a statewide program, called the Song-Brown Program, designed to increase the number of training slots for primary care physicians. The OSHPD also works with State and local partners to design and implement health-care worker training projects. Additionally, the OSHPD operates a grant and loan repayment program primarily targeted at training Registered Nurses. Lastly, the OSHPD collects and analyzes financial information about health facilities and medically under-served areas. These activities provide expertise in the development of local partnerships and programs, expertise in providing financial support for nurse training, and information about exemplary local partnerships and programs to serve as models of effective practices.

### **California Department of Health Services (DHS)**

The DHS establishes and monitors staffing regulatory processes, and inspects and licenses health facilities that hire licensed nurses. The DHS also operates health-care and other health-related programs that indirectly pay for health-care staff. Lastly, the DHS operates the State's Certified Nurse Assistant and Home Health Worker certification programs. The information from these activities should provide important information for development and implementation of the NWI.

### **Department of Mental Health (DMH)**

The DMH operates several hospitals for individuals with severe mental illness. In addition, the DMH operates and supports a variety of local community-based mental health service programs. These activities require significant numbers of health-care workers that are in short supply, including licensed nurses and PTs. The DMH has developed programs to address the recruitment, training, and retention of such workers. It also worked with the West Hills Community College District to develop training programs to provide staff for a new hospital currently under construction in Coalinga.

### **Board of Licensed Vocational Nursing / Psychiatric Technicians (BVNPT), and Board of Registered Nursing (BRN)**

The BRN and BVNPT license Registered Nurses (RN), Licensed Vocational Nurses (LVN), and Psychiatric Technicians (PT). The BRN and BVNPT approve and regulate schools providing RN, LVN, and PT training. In addition, the BRN and BVNPT maintain expert advisory committees. The BRN participates in collaboratives between community colleges and California State University campuses, to improve the standardization of prerequisites and increase training slots.

## **Department of Consumer of Affairs (DCA)**

The mission of the DCA is to promote and protect the interests of California Consumers. Health-care workforce regulation plays a critical role in consumer protection. The BRN and BVNPT are among the 40 entities in the DCA that establish minimum qualifications and levels of competency for various professions. The BRN, BVNPT, and DCA are involved in the Nurses Workforce Initiative Outreach/Media campaign and other taskforce groups to help the Governor address California's growing nursing shortage.

## APPENDIX H: EMPLOYMENT TRAINING PANEL

The Employment Training Panel (ETP) is a statewide economic development program that supports California's economy by ensuring that employers have the trained workers necessary to compete successfully in the global economy. The ETP was created in 1982 and has provided funding for the training of over 400,000 California workers in more than 40,000 companies. The program has always been one of collaboration among government, business, labor, and other public entities. This collaboration is the key to the ETP's success.

The program has evolved over the years to an increased economic development focus in support of retraining incumbent workers of businesses in basic industries challenged by out-of-state competition – primarily in the manufacturing and high technology sectors. As such, the ETP is California's only industry-specific training program for incumbent workers. The ETP also funds the training of unemployed workers for high-skill, high-wage secure jobs.

To meet the State's need for more nurses, the ETP has targeted up to \$5,000,000 for nurse training programs under the California Nurse Workforce Initiative. Three areas have been identified for ETP funding:

1. Nurse Upgrade Projects. Under the Career Ladders program, in cooperation with the EDD, the ETP can fund the training of low-wage, entry-level workers in programs that lead to career advancement and wage enhancements. These projects are similar to, and may be used in conjunction with, the career ladders component of the NWI. The ETP can fund training of low wage workers in programs that lead to career advancement and wage enhancements. An example of a Career Ladders training program would be the training of a Certified Nurse Assistant to become a LVN.
2. Workplace Reforms. The ETP has a long track record in funding Total Quality Management and continuous process improvement training programs to improve the effectiveness of the workplace, with a view toward both greater efficiency and employee satisfaction. Funds may be used separately from, or in conjunction with, the NWI workplace reforms component.
3. Supplemental Training for RNs and Others. These training projects for RNs and other high-wage, high-skill jobs in health care might include preceptorships, specialty training, and training for reentry nurses.

The ETP contracts with California employers, groups of employers, training agencies, and LWIBs. To participate, the employer must be paying into the Employment Training Fund for each trainee. The ETP does not provide the actual training, which is the responsibility of the contracting entity. The ETP contracts are performance based, and payment is made only for trainees who successfully complete training and a 90-day employment retention period immediately following the ETP-funded training.

The application process for ETP funding starts with an orientation to the ETP process, followed by submittal of an application for ETP approval. For more information on how to access ETP funds, contact:

Mr. Charles Lundberg  
Marketing Director  
Employment Training Panel  
1100 J Street, 4th Floor  
Sacramento, CA 95814

(916) 327-5261 (telephone)  
(916) 327-5270 (fax)

[clundberg@etp.ca.gov](mailto:clundberg@etp.ca.gov) (e-mail)

[www.etp.ca.gov](http://www.etp.ca.gov) (Web site)

The ETP has a unique mission and special niche in the California economy as the State's only employer-driven program supporting industry-specific retraining for incumbent workers. The ETP will be a valuable resource and partner in the efforts to train new and reentering nurses, retrain currently employed nurses, and improve nurse retention through workplace reforms.

## **APPENDIX I: MINIMUM QUALIFICATIONS FOR PTs, LVNs, AND RNs**

The following are the minimum qualifications for PTs, LVNs, and RNs.

### **Licensed Psychiatric Technician (PT)**

A PT is an entry-level licensed health-care provider who is responsible for the care of mentally disordered and developmentally disabled clients. The PT practices under the direction of a physician, psychologist, rehabilitation therapist, social worker, RN or other professional personnel. State hospitals, day treatment centers, developmental centers, correctional treatment centers, psychiatric hospitals and clinics, geropsychiatric centers, residential care centers, and vocational training centers may employ a PT. A PT is not an independent practitioner.

Requirements for PT licensure are specified in the California Business and Professions Code and Psychiatric Technician Law.

An applicant for licensure as a psychiatric technician shall meet the following qualifications:

- Completion of the curriculum requirements for a PT.
- Successfully pass a tuberculosis test and health screening.
- Successfully complete a criminal background check.
- Successfully complete a minimum of 1,530 hours of training approved by the California Board of Vocational Nursing and Psychiatric Technicians.
- Be able to understand and read English to successfully pass the California Board of Vocational Nursing and Psychiatric Technicians' examination for licensure as a psychiatric technician.

### **Licensed Vocational Nurse (LVN)**

A LVN is an entry-level licensed health-care provider who is responsible for rendering basic nursing care. The LVN practices under the direction of a physician or an RN and may supervise unlicensed nursing staff. Licensed health care facilities, correctional treatment centers, agencies, outpatient clinics, doctors' offices, dialysis centers, blood banks, vocational nursing programs and other licensed health-care providers and suppliers may employ a LVN. A LVN is not an independent practitioner.

Requirements for vocational nurse licensure are specified in the California Business and Professions Code and Vocational Nursing Practice Act.

An applicant for licensure as a vocational nurse shall meet the following qualifications:

- Completion of the curricular requirements for a LVN.
- Successfully pass a tuberculosis test and health screening.
- Successfully complete a criminal background check.
- Successfully complete a minimum of 1,530 hours of training approved by the California Board of Vocational Nursing and Psychiatric Technicians.
- Be able to understand and read English to successfully pass the California Board of Vocational Nursing and Psychiatric Technician's examination for licensure as a vocational nurse.

### **Registered Nurse (RN)**

The RN is a licensed health-care provider who is responsible for rendering basic health care that requires a substantial amount of scientific knowledge or technical skill. The RN practices under the direction of a physician and may have authority to oversee other RNs, LVNs, PTs, and other, unlicensed nursing service staff. Health departments, HMOs, home health agencies, hospitals, private practice, schools, and long-term care facilities are settings where RNs practice. The RN, if licensed, can be an independent practitioner.

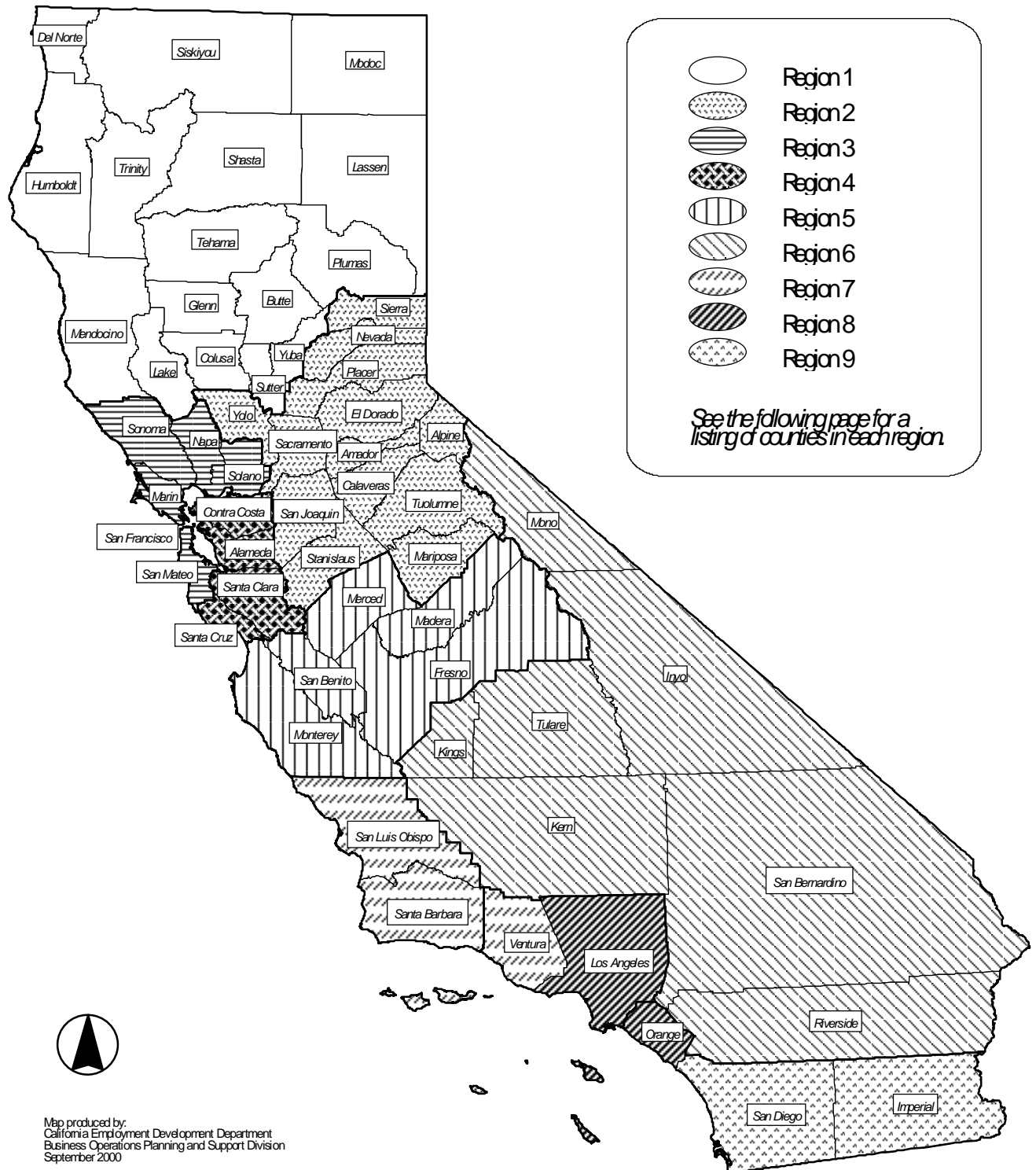
Requirements for registered nurse licensure are specified in the California Business and Professions Code and Nurse practice Act.

An applicant for licensure as a registered nurse shall meet the following qualifications:

- Completion of the general education requirements as determined by the California BRN.
- Successfully complete the curriculum requirements for RN certification.
- Successfully pass the tuberculosis test and health screening.
- Successfully complete a criminal background check.
- Successfully complete the minimum hours of a course of instruction by an approved nursing school that meets the standards of the California BRN.
- Be able to understand and read English to successfully pass the California BRN examination for licensure as a registered nurse.

## APPENDIX J: NWI REGIONAL MAP

### Nurse Workforce Initiative Regional Map



## APPENDIX K: LIST OF NWI SERVICE REGIONS BY COUNTY

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**Region 1 Counties:** Butte, Colusa, Del Norte, Glenn, Humboldt, Lake, Lassen, Mendocino, Modoc, Plumas, Shasta, Siskiyou, Sutter, Tehama, Trinity, Yuba

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**Region 2 Counties:** Alpine, Amador, Calaveras, El Dorado, Mariposa, Nevada, Placer, Sacramento, San Joaquin, Sierra, Stanislaus, Tuolumne, Yolo

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**Region 3 Counties:** Marin, Napa, San Francisco, San Mateo, Solano, Sonoma

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**Region 4 Counties:** Alameda, Contra Costa, Santa Clara, Santa Cruz

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**Region 5 Counties:** Fresno, Madera, Merced, Monterey, San Benito

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**Region 6 Counties:** Inyo, Kern, Kings, Mono, Riverside, San Bernardino, Tulare

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**Region 7 Counties:** San Luis Obispo, Santa Barbara, Ventura

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**Region 8 Counties:** Los Angeles, Orange

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**Region 9 Counties:** Imperial, San Diego

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## APPENDIX L: SFP FEEDBACK

Please provide your feedback on the usability of this SFP. Feedback is entirely optional, and will not affect the scoring of any proposal. You may submit your feedback at any time, by mail, e-mail, or fax:

Mail to:  
Special Initiatives Unit, MIC 69  
Employment Development Department  
PO Box 826880  
Sacramento, CA 94280-0001

E-mail to:  
[onestop@edd.ca.gov](mailto:onestop@edd.ca.gov)

Fax to:  
(916) 654-9863

\*\*\*\*\*

What was your role in using this SFP? (check all that apply)

- ☐ Involved in writing a significant portion of a NWI proposal
- ☐ Assisted in writing or editing a NWI proposal
- ☐ Participated in planning and developing a NWI proposal
- ☐ Provided clerical support for the submission of a NWI proposal (e.g., typing, collating, mailing)
- ☐ Interested party, but not involved in the development, writing, or submission of a NWI proposal

Please rate this SFP with respect to its: (circle or check number)

	Poor				Excellent
... thoroughness of information	1	2	3	4	5
... clarity of writing	1	2	3	4	5
... organization	1	2	3	4	5
... usefulness in project planning	1	2	3	4	5
... usefulness in proposal writing	1	2	3	4	5

If there was something in this SFP that you found to be particularly useful, effective, etc., please tell us so that we may try to incorporate that same feature in future SFPs. If there was something in this SFP that should have been changed, please tell us so that we may improve upon this effort when we issue future SFPs. (Attach pages, as needed.)